



**COLORADO**  
Energy Office

## FY 2022-23 Department Performance Plan





## Table of Contents

<b>Our Mission</b>	<b>3</b>
<b>Our Vision</b>	<b>3</b>
<b>Overview</b>	<b>3</b>
<b>Organizational Structure</b>	<b>5</b>
<b>FY 22-23 Budget</b>	<b>11</b>
<b>Strategic Goals</b>	<b>12</b>
Goal 1: Greenhouse Gas Roadmap Implementation	12
Goal 2: Renewable Energy	13
Goal 3: Electric Vehicle Registrations	13
Goal 4: Energy Retrofits Project Implementation	14



## Our Mission

Reduce greenhouse gas emissions and consumer energy costs by advancing clean energy, energy efficiency and zero emission vehicles to benefit all Coloradans.

## Our Vision

A prosperous, clean energy future for Colorado.

## Overview

Reducing greenhouse gas pollution and enabling a statewide transition to clean energy are essential to preserving and protecting Colorado's way of life. These actions support the health of our communities and natural environment, provide access to lower cost clean energy resources for rural and urban areas, increase investment and economic growth opportunities, and expand clean energy jobs. To implement the Greenhouse Gas Pollution Reduction Roadmap released in early 2021, the Colorado Energy Office (CEO) is working to transition Colorado to 100 percent clean electricity generation by 2040 by rapidly expanding zero emission vehicle adoption and increasing access to energy efficiency improvements and renewable energy for residential and commercial consumers. CEO will focus particularly on disproportionately impacted communities, including low income Coloradans and communities of color. The transition to cleaner electricity will reduce emissions from transportation and building fuel use, and create an opportunity for long-term reductions in energy costs.

Transitioning to zero emission vehicles (ZEVs), including electric cars, buses and trucks, will reduce pollution from our top emitting sector — transportation. To meet the state's goal of 940,000 EVs on the road by 2030, CEO is working to remove market barriers to EV adoption, including increasing the number of publicly accessible charging stations. Convenient access to charging will help reduce Coloradans' concerns about driving distances from one station to another, and increase the likelihood of EV purchases.

CEO complements these efforts by working with utilities, intervening at the Public Utilities Commission to increase utility investment in EV charging, providing education highlighting the benefits of ZEVs to increase adoption rates, and offering technical assistance to fleets and the public. CEO will also continue using state stimulus funds to invest in the State of Colorado's own transition to EVs by supporting charging infrastructure through state agencies. Lastly, CEO will begin implementation of the 10 year plan approved in Spring 2022 for equity focused electrification by the Community Access Enterprise authorized by SB21-260.



In the buildings sector, CEO develops programs to help residential, commercial and industrial customers access energy efficiency, renewable energy improvements, and beneficial electrification. These programs include technical and engineering assistance for public jurisdictions, financing products for commercial building owners, low-income home weatherization, and strategic energy management programs for industrial entities. In 2022-23 CEO will begin new programs focused on reducing emissions from the cannabis industry, encouraging use of geothermal energy, and making new investments in beneficial electrification. CEO will also co-lead, with the Department of Local Affairs, an energy code board that will develop two new model energy codes.

In all the work CEO does, it looks for opportunities for process improvements and cost reductions, as well as ways to better serve disproportionately impacted communities within Colorado. Some examples of key innovations include expanding the services under the Weatherization Assistance Program to include on-site renewable energy (which can help low-income residents reduce their energy costs to zero) and implementing a customer survey to identify priorities and measure satisfaction for participating households. In 2022-23, CEO will make new investments in outreach and environmental justice, including more outreach events using best practices, and website updates to make it more accessible (including Spanish translation of documents where appropriate). CEO continues to look for ways to improve its processes and save money, particularly with lessons learned from the COVID-19 stay-at-home period.

### **Statutory Authority**

#### **24-38.5-101 C.R.S.**

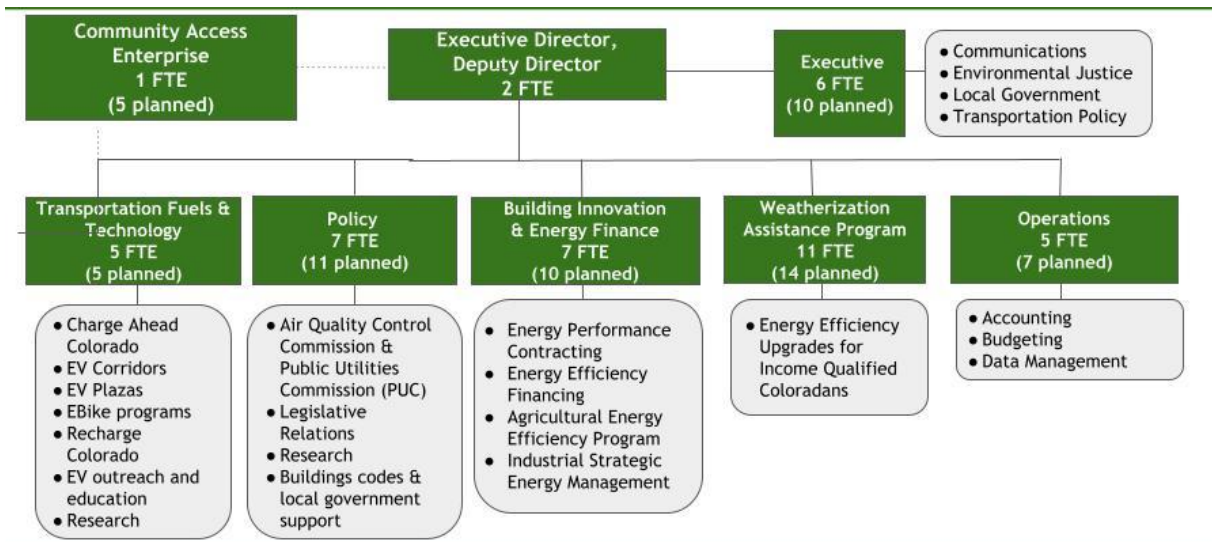
(1) There is hereby created within the Office of the Governor the Colorado Energy Office, the head of which is the Director of the Colorado Energy Office. The Director of the Office shall be assisted by a Deputy Director and a staff to fulfill the Office's Mission to:

- (a) support Colorado's transition to a more equitable, low-carbon, and clean energy economy and promote resources that reduce air pollution and greenhouse gas emissions, including pollution and emissions from electricity generation, buildings, industry, agriculture, and transportation;
- (b) promote economic development and high quality jobs in Colorado through advancing clean energy, transportation electrification, and other technologies that reduce air pollution and greenhouse gas emissions, including helping to finance those investments;
- (c) promote energy efficiency;
- (d) promote an equitable transition toward zero emission buildings;



- (e) promote an equitable transition to transportation electrification, zero emission vehicles, transportation systems, and land use patterns that reduce energy use and greenhouse gas emissions;
- (f) increase energy security;
- (g) support lower long-term consumer costs and support reduced energy cost burden for lower-income Coloradans; and
- (h) protect the environment and public health.

### Organizational Structure



The Policy team conducts research to identify opportunities and market barriers, intervenes in proceedings at the Public Utilities Commission and Air Quality Control Commission, and represents the office at the General Assembly.

The Transportation Fuels & Technology team works to reduce transportation-related emissions by accelerating the use of market-ready and emerging zero emission vehicles that can meet the needs of today’s fleets and the public, but for which barriers exist. CEO works to increase the number of electric vehicles and other emerging zero emission transportation technologies through policy and planning, infrastructure grant funding, and education and outreach to consumers, with a particular focus on low income and disproportionately impacted communities.

The Building Innovation & Energy Finance team provides energy services aimed at reducing energy consumption, increasing access to renewable energy, and promoting beneficial



electrification for buildings and facilities across Colorado, including residences, agricultural operations, industrial facilities, schools and public buildings.

The Weatherization Assistance Program team provides direct energy retrofit services, including energy efficiency, insulation, and renewable energy installation, to households meeting an annual income requirement or 200% or less of the federal poverty level through contracts with statewide service providers. Nearly 30% of Colorado households experience energy burden, spending more than 4% of their household income on utility bills annually. This percentage increases dramatically for low-income households. CEO establishes performance standards, conducts technical and administrative training, and performs compliance reviews of the service providers.

The Operations team is responsible for the fiduciary integrity of the office and creating internal processes that ensure efficient, effective, and elegant operations. This team is responsible for overseeing the office's accounting and budget functions in order to ensure that CEO continues to prudently manage taxpayer dollars. They are responsible for designing and facilitating CEO's data-driven strategic planning process and refining the office's policies and procedures. Current process improvement initiatives include the development of an operations database, and surveying CEO's customers to inform program improvements.

### **Performance Evaluations**

CEO tracks its performance on a monthly and quarterly basis and reports its metrics to be shared on the [Governor's Dashboard](#), including the most recent performance evaluation. Current progress of CEO's key goals includes:



## Greenhouse Gas Roadmap Implementation

**Greenhouse Gas Roadmap Implementation**

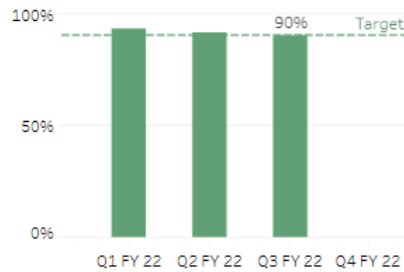
Maximizing Renewable Energy

Electric Vehicle Adoption

Energy Retrofits

### Wildly Important Goal:

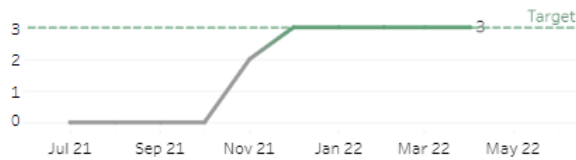
By June 30th, 2022, Colorado Energy Office will lead the state to take action on 90% of Near Term Actions articulated in the State's Greenhouse Gas (GHG) Roadmap published January 14th 2021, including State Agency Actions, proposed Legislation, and participation in the Public Utility Commission, Air Quality Control Commission, Transportation Commission and Colorado Oil and Gas Conservation Commission rulemaking processes through Spring 2022.



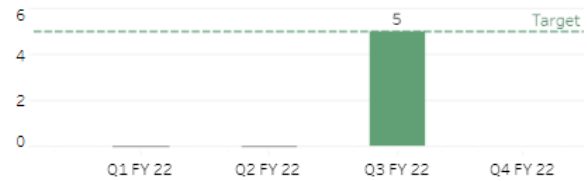
Successful completion of this goal will ensure Colorado is on track to meet its ambitious and wildly important greenhouse gas reduction goals laid out in the Greenhouse Gas Pollution Reduction Roadmap.

### The Colorado Energy Office will achieve this goal through the following leading indicators:

Complete 3 AQCC or Transportation Commission rulemakings (e.g. Transportation emission rules; Industrial energy and emissions audits; Rules, Oil and gas emission reduction rules; Structures/building emission reduction rules) identified in near term action plan by June 30, 2022.



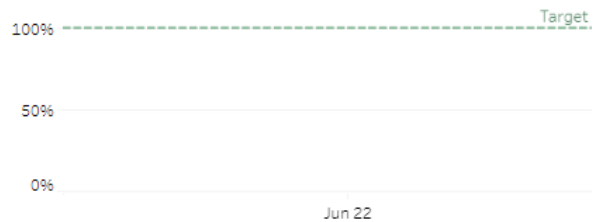
Conduct 5 listening tour stops by June 30th, 2022 across Colorado to better understand community concerns about climate change and share information about how the energy transition can benefit these communities by improving public health and creating jobs.



Complete 3 studies (Electric Vehicle Equity Plan, Clean Trucking Analysis, Natural and Working Lands Pathways Analysis) identified in near term action plan by June 30, 2022.



Submit task force report on Carbon Capture, Utilization and Storage (CCUS) by June 30th, 2022.





## Maximizing Renewable Energy

Greenhouse Gas Roadmap Implementation	<b>Maximizing Renewable Energy</b>	Electric Vehicle Adoption	Energy Retrofits
---------------------------------------	------------------------------------	---------------------------	------------------

### Wildly Important Goal:

<p>Colorado Energy Office will intervene in at least 5 Public Utility Commission (PUC) Electric Resource Plans or Clean Energy Plans by June 30, 2022 to advocate for the growth of renewable energy and maximize emissions reductions by at least 80%, while maintaining affordability and reliability.</p>	<p>FY 2022</p>	<p>Successful completion of this goal will allow the state to meet its ambitious greenhouse gas reduction targets (exceed reduction target of 80% of 2005 levels by 2030), reduce pollution in our state which disproportionately affects low income and communities of color, and allow us to transition to a clean energy future.</p>
--	----------------	---

### The Colorado Energy Office will achieve this goal through the following leading indicator:

<p>By June 30, 2022, CEO will file testimony in at least 2 electric resource plan proceedings that advocate for (or model) earlier retirement of coal-fired power plants, minimize the use of natural gas, and maximize renewable energy to exceed the sector-wide emissions reduction goal of 80% by 2030.</p>	<p>Additional goals related to renewable energy and the reduction of greenhouse gas emissions from other State agencies can be found on the Environment &amp; Renewables Cabinet Working Group dashboard: <a href="https://dashboard.colorado.gov/key-issues-performance/environment-renewables">https://dashboard.colorado.gov/key-issues-performance/environment-renewables</a></p>
---	---





## Electric Vehicle Adoption

Greenhouse Gas Roadmap Implementation	Maximizing Renewable Energy	<b>Electric Vehicle Adoption</b>	Energy Retrofits
---------------------------------------	-----------------------------	----------------------------------	------------------

### Wildly Important Goal:

In an effort to reduce greenhouse gas pollution in Colorado, Colorado Energy Office will increase the number of new light duty electric vehicle (EV) registrations from 13,500 as of June 30th, 2021 to 16,243 by June 30th, 2022.

Quarter	Registrations
Q1 FY 22	5,000
Q2 FY 22	11,000
Q3 FY 22	16,337 (Target)
Q4 FY 22	0

Successful completion of this goal will put the state on track to meet its ambitious greenhouse gas pollution reduction goals which relies heavily on electrification of the transportation sector, which currently is the largest source of emissions, representing 27% of total emissions in our state.

### The Colorado Energy Office will achieve this goal through the following leading indicators:

<p><b>Install 278 L2 and DCFC charging stations across the state through all of CEO's infrastructure grant programs by June 30, 2022.</b></p> <table border="1"> <caption>Charging Stations Installed</caption> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Jul 21</td><td>0</td></tr> <tr><td>Sep 21</td><td>~20</td></tr> <tr><td>Nov 21</td><td>~50</td></tr> <tr><td>Jan 22</td><td>~100</td></tr> <tr><td>Mar 22</td><td>~110</td></tr> <tr><td>May 22</td><td>140</td></tr> </tbody> </table>	Month	Count	Jul 21	0	Sep 21	~20	Nov 21	~50	Jan 22	~100	Mar 22	~110	May 22	140	<p><b>Conduct 60 electric vehicle outreach events across the state through ReCharge Colorado by end June 30, 2022.</b></p> <table border="1"> <caption>Outreach Events Conducted</caption> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Jul 21</td><td>0</td></tr> <tr><td>Sep 21</td><td>~10</td></tr> <tr><td>Nov 21</td><td>~45</td></tr> <tr><td>Jan 22</td><td>~60</td></tr> <tr><td>Mar 22</td><td>~70</td></tr> <tr><td>May 22</td><td>85</td></tr> </tbody> </table>	Month	Count	Jul 21	0	Sep 21	~10	Nov 21	~45	Jan 22	~60	Mar 22	~70	May 22	85
Month	Count																												
Jul 21	0																												
Sep 21	~20																												
Nov 21	~50																												
Jan 22	~100																												
Mar 22	~110																												
May 22	140																												
Month	Count																												
Jul 21	0																												
Sep 21	~10																												
Nov 21	~45																												
Jan 22	~60																												
Mar 22	~70																												
May 22	85																												
<p><b>Department of Personnel and Administration: To reduce greenhouse gas emissions by state fleet vehicles, the Department will increase the number of electric vehicles in the state fleet by 33%, from 225 in FY 20-21 to 300 by June 30, 2022.</b></p> <table border="1"> <caption>Electric Vehicles in State Fleet</caption> <thead> <tr> <th>Month</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Jul 21</td><td>225</td></tr> <tr><td>Sep 21</td><td>~230</td></tr> <tr><td>Nov 21</td><td>~250</td></tr> <tr><td>Jan 22</td><td>~350</td></tr> <tr><td>Mar 22</td><td>~380</td></tr> <tr><td>May 22</td><td>401</td></tr> </tbody> </table>	Month	Count	Jul 21	225	Sep 21	~230	Nov 21	~250	Jan 22	~350	Mar 22	~380	May 22	401	<p><b>The Community Access Enterprise will publicly share a 10 year plan that details how the enterprise will execute its business purpose during fiscal years 2022-2032, and estimates the funding needed to implement the plan by June 30, 2022.</b></p> <table border="1"> <caption>Funding for 10-Year Plan</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1 FY 22</td><td>0%</td></tr> <tr><td>Q2 FY 22</td><td>0%</td></tr> <tr><td>Q3 FY 22</td><td>50%</td></tr> <tr><td>Q4 FY 22</td><td>0%</td></tr> </tbody> </table>	Quarter	Percentage	Q1 FY 22	0%	Q2 FY 22	0%	Q3 FY 22	50%	Q4 FY 22	0%				
Month	Count																												
Jul 21	225																												
Sep 21	~230																												
Nov 21	~250																												
Jan 22	~350																												
Mar 22	~380																												
May 22	401																												
Quarter	Percentage																												
Q1 FY 22	0%																												
Q2 FY 22	0%																												
Q3 FY 22	50%																												
Q4 FY 22	0%																												



## Energy Retrofit Projects

Greenhouse Gas Roadmap Implementation	Maximizing Renewable Energy	Electric Vehicle Adoption	<b>Energy Retrofits</b>
---------------------------------------	-----------------------------	---------------------------	-------------------------

### Wildly Important Goal:

In an effort to reduce energy use in the built environment, which includes homes and buildings, Colorado Energy Office will increase the number of projects implemented by the Colorado Energy Office and partnered programs from 2,156 (FY 2021 total) to 2,667 by June 30, 2022.

Month	Count
Jul 21	0
Sep 21	~100
Nov 21	~200
Jan 22	~300
Mar 22	~400
May 22	534

Successful completion of this goal will reduce the energy burden on low-income Coloradans and reduce costs for other homeowners, building owners and businesses. It will also reduce total emissions related to building energy use which is a major source of emissions in our state.

### The Colorado Energy Office will achieve this goal through the following leading indicators:

Increase estimated energy savings for the Weatherization Assistance Program from 22 MMBtu per home per year to 23.8 MMBtu per home per year by June 30, 2022.

Month	MMBtu per home per year
Jul 21	22
Sep 21	~30
Nov 21	~45
Jan 22	~35
Mar 22	~40
May 22	31

Maintain average overall customer satisfaction rating of at least 4 out of 5 for surveyed clients of the Weatherization Assistance Program.

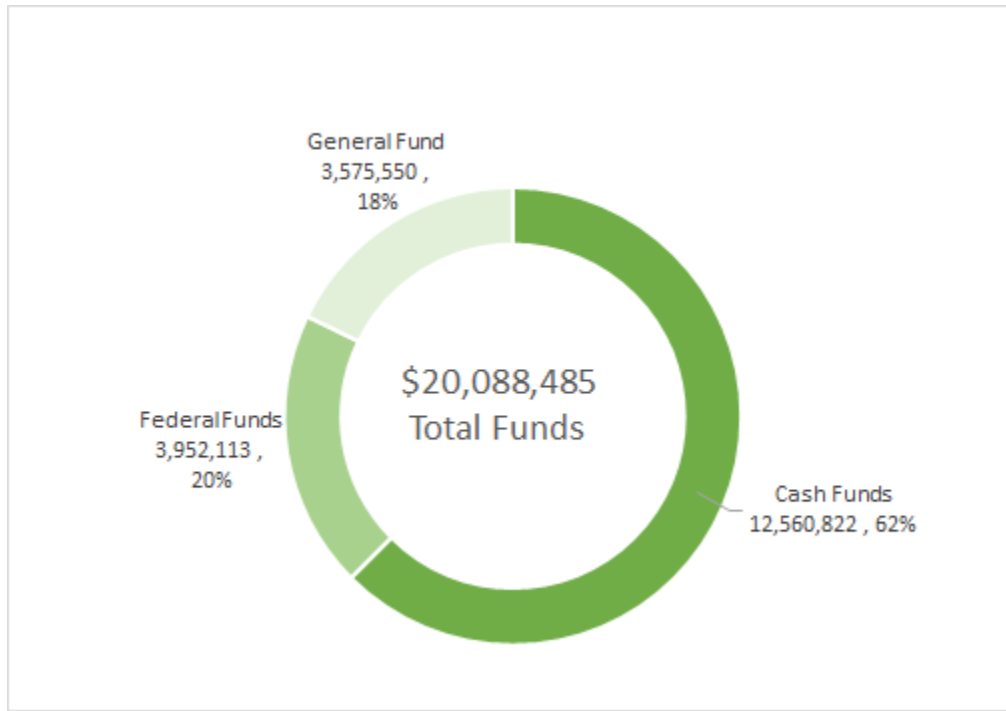
Quarter	Rating
Q1 FY 22	~4.2
Q2 FY 22	~4.5
Q3 FY 22	5
Q4 FY 22	~4.8

Complete 2 case studies; one study on beneficial electrification in the Weatherization Assistance Program and one study on beneficial electrification in the Energy Performance Contracting by June 30th, 2022.

Quarter	Number of Case Studies
Q1 FY 22	0
Q2 FY 22	0
Q3 FY 22	1
Q4 FY 22	0



**FY 22-23 Budget**





## Strategic Goals

The state has gone through a comprehensive strategic planning process, relying on the framework of the “Four Disciplines of Execution,” which emphasizes a focus on a few wildly important goals to effectively manage and achieve in the midst of extensive daily responsibilities. One of [these goals](#) is to “Set Colorado on a path to 100% renewable energy for the grid by 2040 and position Colorado as a leader in the clean energy economy.” In support of this Bold Four goal, the Colorado Energy Office has set the following department goals, some of which are also goals for the [Environment & Renewables Cabinet Working Group](#).

### Goal 1: Greenhouse Gas Roadmap Implementation

**Update the Greenhouse Gas Roadmap to develop a new near term action plan for 2023-2026, by June 30, 2023.**

The Greenhouse Gas Pollution Reduction Roadmap, released in January 2021, laid out a clear action plan to meet the State's pollution reduction goals. Successful completion of this goal will identify additional near-term targets and actions needed to keep Colorado on track to meet its ultimate climate action goals.

Three year goal: N/A

#### Key Strategies:

- Work to coordinate across key state agencies to track progress on actions identified in the Greenhouse Gas Pollution Reduction Roadmap
- Begin outreach, stakeholder processes, and cross agency coordination to initiate the process of updating and extending near term actions in the Roadmap
- Support the Environment & Renewable Cabinet Working Group
- Engage with outside stakeholders to ensure implementation of Roadmap is as equitable as possible, addressing community concerns and environmental justice priorities

#### Lead Measures

- **Building performance.** Completion of Building Performance Standards Taskforce and initiation of Rulemaking at AQCC by June 30, 2023.
- **Clean trucks rulemaking.** File comments and participate in clean trucks rulemakings (Advanced clean trucks and low NOX omnibus) at the Colorado Air Quality Control Commission by June 30, 2023.



- **Manufacturing rulemaking.** File comments and participate in Greenhouse Gas Emissions and Energy Management for Manufacturing II rulemaking at the Colorado Air Quality Control Commission by June 30, 2023.
- **Public utilities commission rulemaking.** File comments and participate in rulemakings at the Colorado Public Utilities Commission for Clean Heat, Gas Demand Side Management, and Beneficial Electrification by June 30, 2023.

### Goal 2: Renewable Energy

**Initiate a study and complete scenario modeling by June 30, 2023 on what additional actions and technologies are needed to achieve 100% clean electricity for Colorado by 2040.**

Successful completion of this goal will get the State closer to achieving the Governor's Bold Four goal of 100% clean electricity by 2040, and provide concrete near term actions—policies, programs, and technology investments— to reach this ambitious goal.

Three Year Goal: N/A

#### Key Strategies:

- Help inform policy makers, regulators, and interested stakeholders about possible pathways to 100% clean electricity by 2040, and help identify some of the challenges and opportunities in each of those pathways
- Continue to work with utilities on voluntary action that maximizes renewable energy use, while focusing on equity and reliability

#### Lead Measures:

- **Renewable energy plans.** File testimony in at least two renewable energy plan filings at the Public Utility Commission by June 30, 2023.
- **Natural Gas Futures Study.** Complete a study on the future of natural gas systems and role in building decarbonization by June 30, 2023.

### Goal 3: Electric Vehicle Registrations

**Increase the number of annual new, light duty electric vehicle (EV) registrations to 27,925 by June 30th, 2023.**

Successful completion of this goal will put Colorado on track to meet its ambitious greenhouse gas pollution reduction goals. The reduction goals rely heavily on electrification of the transportation sector, the largest source of emissions, currently representing 27% of total emissions in Colorado.



**Three Year Goal:**

*FY2023-2024:* Increase the number of annual new, light duty electric vehicle (EV) registrations to 39,447 by June 30, 2024.

*FY2024-2025:* Increase the number of annual new, light duty electric vehicle (EV) registrations to 55,669 by June 30, 2024.

**Key Strategies:**

- Continue to provide grants for the installation of Level 2 (L2) and DC fast-charging (DCFC) stations in Colorado communities and along key transportation corridors.
- Regularly engage with utilities as they implement Public Utilities Commission-approved transportation electrification plans.
- Using funding from SB21-230, complete installation of charging stations at state agency facilities to support greater integration of EVs into the state fleet.
- Ensure public access to accurate, reliable EV market data through a website dashboard.
- Begin implementation of the 10 year plan approved by the Board of the Community Access Enterprise.

**Lead Measures:**

- **L2 and DCFC Stations.** Make awards for 1,000 L2 and DCFC charging stations across the state through all Colorado Energy Office infrastructure grant programs by June 30, 2023.
- **Community access enterprise.** Make awards for 100 high-emitting vehicle replacement applicants including incentives for new and/or used EVs through new statewide program to launch in FY23.

**Goal 4: Energy Retrofits Project Implementation**

**Implement programs that achieve an estimated 143,290 MMBtu energy savings from energy efficiency, conservation and renewables in the built environment, which includes homes and buildings, by June 30, 2023.**

Successful completion of this goal will reduce the energy burden on low-income Coloradans and reduce costs for other homeowners, building owners and businesses. It will also reduce total emissions related to building energy use which is a major source of emissions in our state.

**Three Year Goal:**



*FY2023-2024:* Implement programs that achieve an estimated 164,392 MMBtu energy savings by June 30, 2024.

*FY2024-2025:* Implement programs that achieve an estimated 187,407 MMBtu energy savings by June 30, 2025.

### Key Strategies:

- Manage a comprehensive suite of energy improvement programming, including the Weatherization Assistance Program (WAP), Energy Performance Contracting program, Industrial Strategic Energy Management program, Commercial Property Assessed Clean Energy (C-PACE) program, and clean energy finance products in coordination with the Colorado Clean Energy Fund.
- Launch new efforts on reducing emissions from the industrial sector and cannabis industry, and through use of geothermal energy.
- Intervene in regulatory proceedings impacting utility programs for consumer energy improvements, including utility demand side management plans and building electrification.
- Perform direct energy retrofits, deliver technical and administrative training, and conduct quality assurance activities by working with local service providers. All of these efforts lead to reducing home energy costs, creating greater comfort, and increasing safety for Colorado's most at-risk citizens.
- Target homes heating with high-priced propane and older, inefficient electric heating fuel sources to reduce energy costs. Target homes for installation of solar PV to reduce electricity costs.
- Provide deeper retrofits when possible, leveraging beneficial electrification technologies such as solar photovoltaics and air source heat pumps.

### Lead Measures:

- **Weatherization Assistance Program savings.** Increase estimated energy savings for the Weatherization Assistance Program from 23.8 MMBtu per home per year to 25.0 MMBtu per home per year by June 30, 2023. Strategies for increasing energy savings include doing deeper energy efficiency retrofits, installing air source heat pumps in electric and propane heated homes, and providing access to energy offset with rooftop and community solar installs/subscriptions.
- **Weatherization Assistance Program customer satisfaction.** Maintain average overall customer satisfaction rating of at least 4 out of 5 for surveyed clients of the Weatherization Assistance Program.
- **Beneficial electrification.** Launch the building electrification for public buildings grant program and allocate 10% of grant funding.



- **Statewide benchmarking program.** For the first program year, achieve at least 80% compliance rate with benchmarking submissions and fee payments.