

MEMORANDUM

TO: Joint Budget Committee

FROM: Kevin Neimond, Joint Budget Committee Staff, 303-866-4958

SUBJECT: Governor's Energy Office Request

DATE: December 8, 2011

Per the Committee's request, attached is the complete funding request submitted by the Office of the Governor for the Governor's Energy Office (GEO) for FY 2012-13.



GOVERNOR'S ENERGY OFFICE

John W. Hickenlooper
Governor

FY 2012-13 Funding Request
November 1, 2011

Tanuj Deora
Executive Director

Department Priority: R-1

Request Title: Energy Policy Development and Implementation

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Energy Policy Development and Implementation	\$3,059,151	\$0	20.7

Request Summary:

The Governor's Energy Office requests \$3,059,151 in Limited Gaming Funds and 20.7 FTE to further develop markets in Colorado's energy sector. With this request, GEO proposes to amend statute to reinstate an annual appropriation from the state share of the Limited Gaming Fund to a newly created fund. GEO will use the funds to advance energy efficiency and the use of clean and renewable energy in Colorado, a spectrum of resources that include solar and wind energy, natural gas, and clean coal technology among others. Advancing the Colorado electricity generation and transportation energy markets will enhance energy security, manage consumer costs, protect the environment, and create jobs.

The generation and consumption of energy has vast implications for the health and safety of our State: our economy, our environment, and our citizens. Energy represents approximately 10% of Colorado's economy, nearly \$24 billion in economic activity.

Recently, Colorado has taken a unique national leadership in advancing all levels of clean energy from wind and solar to natural gas and clean coal technologies. Colorado has an excellent opportunity to grow and improve our energy market, but various factors prevent the natural expansion of this sector. These factors include market barriers, regulatory obstacles, biased information, and lack of awareness. GEO has

cultivated an exceptional set of skills in-house that will address these barriers.

Originally formed by Executive Order in 1977, the precursor to GEO was charged with improving energy resource conservation. The mission of the office has evolved since that time to include energy efficiency and promotion of clean and renewable energy resources.

To support their evolving missions, GEO has also relied on a similarly evolving source of funds including the Petroleum Violation Escrow, annual federal grants, Limited Gaming Funds, and most recently, the American Recovery and Reinvestment Act (ARRA). With these funds, GEO implemented a number of successful programs, including:

- Revolving loan fund for energy projects
- Energy performance contracting
- Weatherization
- Energy Star mortgages

In their successful execution of the above programs, GEO built up technical capacity and a strong foundation of expertise in the energy industry. Additionally, GEO has received national recognition for their efforts, leading to Colorado's current standing as a leader in development and deployment of renewable energy.

With the expiration of ARRA funds and the restructuring of Limited Gaming Funds in the 2011 legislative session, GEO is seeking funding to support the unique opportunity this state has in developing the energy sector. Although the previous funding base has disappeared, the need for GEO's presence in the energy sector has not. As Colorado's population grows from 5 million to an expected 8.1 million people in 2040, demand and consumption of energy will grow as well.¹ More than ever, GEO's presence is necessary to ensure the wise use of our resources. GEO will use the requested funds to work with both the public and private sector in overcoming the obstacles to energy efficiency and clean, renewable sources of energy. Ultimately, GEO's efforts will lead to job creation as business opportunities related to development of renewable and clean energy grow; greater energy security as Colorado increases its reliance on domestic and in-state resources; stable consumer costs over time as market barriers for clean energy are reduced; and an improved environment as energy efficiency, clean technology, and renewable sources displace emission-heavy sources.

GEO has developed 8 projects for FY12-13 related to distinct market barriers. GEO will capitalize on their own distinctive position and expertise to be able to make tangible progress on the following topics.

1. Facilitating Development of the Electric Power Market towards a Balanced Energy Portfolio

Market Barriers: All actors within the electric power sector have a narrowly focused perspective and incentive structure, meaning the broad, long-term objectives of Colorado citizens may not be met without an approach that balances consumer costs, the environment, jobs, and energy security.

GEO's Value Added: GEO brings a statewide view, an emphasis on transparency, and the technical skills necessary to advocate in favor

of a holistic approach to the future of electricity generation.

Project: With the requested funds, GEO will advocate on behalf of the consumers of Colorado to ensure an affordable, clean, and reliable power sector. GEO will continue their strong work as an intervener at the PUC on behalf of the holistic needs of the state. GEO will also develop a model of the power sector. With this modeling in hand, GEO will engage utility companies and other stakeholders to discuss the future of the electric power sector. A valid, useable power sector model will be an incredibly helpful tool within GEO to promote transparency in the utility regulation process, helping to reveal cost to consumers and environmental impacts of utility investment decisions. Finally, GEO will continue to partner with the Division of Emergency Management to maintain and, if need be, implement the state's Energy Assurance Plan, our response to disaster and emergency threats to our state that have an impact on the electricity grid.

Request for Activity #1:

\$422,896

- 2.7 FTE at a cost of \$247,792
- \$175,104 in program costs.

2. Diversifying Colorado's Transportation Fuels Portfolio

Market Barriers: In order to transition away from imported oil, consumers must have the fuel, the vehicles, and the fueling infrastructure to support any new transportation fuels. This leads to a core chicken-and-egg problem, where organizations in one area will not invest until investments are made in the other areas.

GEO's Value Added: GEO will act as a convener and a central point of knowledge to coordinate private and public investments in fueling infrastructure, vehicle conversion and

development, and fuel sources. GEO also has financing skills learned from other sectors that can be applied to large capital projects in the transportation market.

Project: With the requested funds, GEO will lead a coalition of public and private sector fleet managers, vehicles manufacturers, engine conversion companies, electric and natural gas utilities, and fuel suppliers to coordinate investments in alternative fuels such as compressed natural gas and electric vehicles. This coalition will make policy and regulatory recommendations to the executive and legislative branches that will help lower market barriers that are preventing widespread use of alternative fuels. The GEO transportation team will advise the coalition on investment opportunities both on a small scale – ensuring that there are sufficient vehicles converting to alternative fuels to support an investment in fueling infrastructure – and on the large scale – ensuring that the fueling infrastructure can support both intrastate and interstate travel using alternative fuels.

Request for Activity #2:

\$198,069

- 2.1 FTE at a cost of \$198,069
- No associated program costs.

3. Unlocking the Potential of Residential, Small Commercial, and Agriculture Energy Efficiency

Market Barriers: Within the real estate market there is a lack of information and standardization about the long-term cost savings and environmental benefits to improving energy efficiency. Because of this lack of information, green upgrades made to a property are not fully incorporated into the market value of that property. Since property owners cannot easily recoup the value of green upgrades in the sale price of their property, they have far less incentive to make those upgrades. Also, there is limited

expertise in the real estate financing community about the new financing mechanisms available for green properties and energy efficiency upgrades.

GEO's Value Added: GEO has the technical expertise in financing, energy education, and building sciences to coordinate a program which will educate appraisers, realtors, financiers, and property owners on how to monetize green upgrades into property values so property owners can realize the financial benefits of those upgrades. GEO also has the knowledge of and relationship with the myriad of organizations that work on housing, energy efficiency, and financing.

Project: GEO requests funding to implement programs that target these valuation and financing barriers. GEO will train realtors on including green characteristics on their real estate listings. GEO will train appraisers and county assessors on how to incorporate green features in picking comparable properties, increasing the likelihood that these features will be reflected in the market value. GEO will train loan officers on Energy Saving Mortgages and green interest rate buy-down programs.

Request for Activity #3:

\$432,069

- 2.2 FTE at a cost of \$204,469
- \$227,600 in program costs.

4. Developing Transmission for Internal and External Electricity Markets

Market Barriers: With our vast natural resources, Colorado is well positioned to be a regional leader in renewable energy production. Renewable energy also presents an excellent economic development opportunity in rural Colorado – from wind farms on the Eastern Plains to solar arrays in Southern Colorado. Yet, one of the largest barriers to these projects is the lack of electricity transmission infrastructure or even

an electricity transmission plan. Without necessary transmission, new renewable projects will struggle to come online.

GEO's Value Added: GEO's greatest asset to transmission planning is the holistic view the office takes – incorporating statewide concerns about reliability, consumer costs, and environmental issues. GEO also has the in-house expertise to be able to navigate this complicated world of overlaying federal and state rules, regulated and unregulated utility companies, and land use concerns.

Project: GEO will use the requested funds to monitor and report on transmission development and ensure that these entities are planning, permitting, and paying for infrastructure investments in alignment with the interests of the people of Colorado. In doing so, GEO will promote the cost-effective and timely development of transmission markets and infrastructure.

Request for Activity #4:
\$67,146

- .5 FTE at a cost of \$63,360
- \$3,786 in program costs.

5. Greening Government

Market Barriers: A major barrier to improving energy efficiency is a simple lack of information. State agencies cannot effectively manage their energy use without usage data.

GEO's Value Added: GEO has a track record as an energy-use consultant that can help agencies track energy usage and take steps to improve their energy use.

Project: GEO will use these funds to complete implementation of EnergyCAP, a utility management tool. EnergyCAP enables state agencies to decrease utility costs and manage resource consumption. Additionally, GEO will use the funds to implement an

electronic data interchange (EDI) to allow agencies who have implemented EnergyCAP to receive and process Xcel energy bills and payments within EnergyCAP. Finally, this request would fund a review of state procurement rules and practices, state law, and the state constitution to identify barriers to implementing innovative resource efficiency projects.

Request for Activity #5:
\$118,016

- 1.3 FTE at a cost of \$118,016
- No associated program costs.

6. Public Sector Resource Efficiency Energy Performance Contracting (EPC)

Markets Barriers: The capital costs associated with green upgrades are often prohibitively expensive. Organizations are not willing to invest in building retrofits if the cost of capital exceeds any benefit they may receive in energy savings.

GEO's Value Added: Since 1995, GEO has managed a program which allows local governments, K-12 schools, and institutions of higher education to take advantage of Energy Performance Contracts (EPCs). EPCs are a financing mechanism that funds capital improvements purely through savings realized on energy bills, often with no up front costs. Thus organizations have an incentive to retrofit their buildings, as they will reap benefits to their building and on their energy bills with no added costs to taxpayers. The annual cost savings reaped by school districts that have participated in EPC is enough money to fund 111.5 teachers.

Projects: GEO will use the requested funds to continue the administration of the EPC program. The EPC program oversees approximately \$40 M in green retrofitting every year in local government and schools. GEO will use the funding to maintain their role as a third party administrator, ensuring

high quality for both the local government and the contractors. Because there is limited regulation and no industry accepted standards, both industry and customers rely on the objectiveness, technical expertise, and oversight that GEO brings to this market. GEO will also use staff time to establish a self-funding mechanism for the EPC program in FY13-14.

Request for Activity #6:

\$330,768

- 1.0 FTE at a cost of \$90,736
- \$240,031 in program costs.

7. Economic Development through Innovation in the Energy Market

Market Barriers: Colorado has a strong foundation of research universities, national laboratories, and private sector research facilities, but a generally perceived gap in turning the science from those assets into commercial products and larger economic activity (namely commercial investments and job creation).

GEO's Value Added: Within their staff, GEO has both business and technical expertise that will promote Colorado's burgeoning cleantech industry to local industry partners, potential investors, and international markets. GEO will also provide technical guidance to the Office of Economic Development and International Trade in their analysis of the energy industry as a potential cluster industry critical to Colorado's economy.

Project: GEO will partner with OEDIT's Innovation Initiative in supporting Colorado's innovation ecosystem. In doing so, GEO will provide technical expertise to analyze the barriers to technology development, including workforce availability, regulatory barriers, and access to capital. GEO will also work from the Bottom-Up Economic Development Blueprint supporting innovation through

tailored help to companies, industries, communities, and government partners.

Request for Activity #7:

\$300,064

- 3.1 FTE at a cost of \$300,064
- No associated program costs.

8. Energy Policy Development

Market Barriers: Each state has different policies and regulations, and thus there are best practices we can draw from other states, just as other states have drawn upon Colorado's distinct policy leadership.

GEO's Value Added: GEO has a highly trained policy staff with excellent connections in government and industry at all levels and across the United States.

Project: GEO policy staff will continue to develop innovative policies that will maintain Colorado's place as an energy industry leader. GEO will advise state officials, local governments, and the Congressional delegation on policies and will help to coordinate policy across government levels. GEO staff will also draw on lessons learned from other states to continuously improve upon the Colorado policies and regulations that impede further development of the energy sector.

Request for Activity #8:

\$372,984

- 3.3 FTE at a cost of \$342,984
- \$30,000 in program costs.

Anticipated Outcomes:

GEO's use of funds will increase the deployment of renewable and clean energy in the market and increase energy efficiency. In doing so, GEO's activities will enhance Colorado's energy security, lower consumers costs, create jobs, and protect our environment.

Enhanced Energy Security

Colorado obtains energy from a variety of sources, many of which come from out of state or overseas. For example, despite being an oil and gas producing state, we import nearly 80% of our transportation fuel. Relying on outside fuel sources diminishes the security and reliability of Colorado's energy. Decreasing energy consumption through energy efficiency reduces this risk. Additionally, Colorado has abundant local energy sources with which we can generate power. These sources include natural gas, wind, woody biomass, coal, and solar power, to name a few. Generating power with sources of energy derived in Colorado will add security to our State's energy supply.

Consumer Cost Management

Coloradans spend more than \$17 billion on energy to generate power in their homes, businesses, and cars. Energy efficiency decreases consumer costs by decreasing the actual consumption of energy. Reducing market barriers for a diverse set of new energy sources will encourage a competitive energy market to keep energy prices low. And low energy prices will power both our lives and our economy.

Job Creation

The energy industry accounts for 10% of Colorado's economy and contributes more than \$24 billion to the State's GSP. Developments in the industry can have profound impacts on the State's economic health, and the potential for growth in the energy sector is quite large. Examples for job creation abound in the energy sector. Industries across our state can fill a gap in both fuel needs and emission technology – wind and solar power, natural gas suppliers, and clean coal technology companies. As our country attempts to move away from imported oil, we will look to our own technology and resources to fill that gap, be it car battery technology or natural gas fuels. Those types of projects represent major opportunity for the Colorado economy to grow.

Environmental Protection

Energy consumption impacts the environment in the form of emissions. Depending on the source, this can mean the release of CO₂, mercury, SO_x, and NO_x into the air all Coloradan's breathe. A diversified fuel source and energy technology are key to ensuring we have the highest environmental quality within our state.

Assumptions for Calculations:

GEO based the calculations for this request on past experience and projected need. In doing so, GEO assumed an FTE level of 20.2 in 2012-13.

Activity	Program Funds	FTE Funds	FTE
1. Electric Power Sector Market Development	\$ 175,104	\$ 247,792	2.7
2. Diversifying Colorado's Transportation Fuels Portfolio	\$ 0	\$ 198,069	2.1
3. Unlocking the Potential of Energy Efficiency	\$ 227,600	\$ 204,469	2.2
4. Transmission Development	\$ 3,786	\$ 63,360	0.5
5. Greening Government	\$ 0	\$ 118,016	1.3
6. Energy Performance Contracting	\$ 240,031	\$ 90,736	1.0
7. Energy Market and Economic Development	\$ 0	\$ 300,064	3.1
8. Energy Policy Development	\$ 30,000	\$ 342,984	3.3
9. Overhead & Support	\$ 451,351	\$ 365,788	4.5
Subtotal	\$ 1,127,872	\$ 1,931,279	
Total Request		\$3,059,151	20.7

The following exhibits provide additional information on the assumptions GEO used in calculating this request:

- Exhibit A – Summary of Calculations
- Exhibit B – Activity Descriptions
- Exhibit C – FTE Calculations

- Exhibit D – FTE Program Allocation
- Exhibit E – Travel Costs

Consequences if not Funded:

While other state entities, most prominently the PUC, CDPHE, and DNR, are involved in regulating the energy industries in Colorado, none of these agencies promote this key sector of the state’s economy as part of their core function. GEO therefore serves a vital role in developing the state’s complex \$24 billion energy markets to maximize prosperity for all Coloradans. Over the last several years, GEO has partnered with energy stakeholders as the state has expanded Colorado’s traditional energy strength from fossil fuel extraction and power generation to include a strong renewable energy and energy efficiency industry sector. These efforts have resulted in approximately \$5 billion of private investment in the state.

GEO will be reduced to primarily a federally-funded Weatherization-only agency without the state funding requested in this document. Without the projects proposed above, the market barriers outlined would continue to go unchecked and Colorado residents would not be able to reap the benefits of an improved energy sector.

As a result, the state of Colorado will miss opportunities to create new jobs in the electric power and natural gas industries, will remain dependent on vulnerable and volatile imported fuels, spend hundreds of millions of dollars on uneconomic and unnecessary energy consumption, and lag instead of lead on energy performance.

Finally, Colorado is also viewed as a national leader in energy. We have developed a distinct niche for our state that has led to companies like General Electric, Vestas, and Solix Biofuels to expand into our state during the worst economy in three generations. Also, as the natural gas industry continues to expand with new technology and new gas plays across the US, the industry has not settled on the Natural Gas Capital, like the Texas cities have become the Oil

Capitals of the US. Colorado can and should become the center of the US natural gas industry.

Without a serious, continued investment by the state in energy development, Colorado will lose the precious ground we have gained and will miss the opportunities that lay directly ahead of us.

Current Statutory Authority or Needed Statutory Change:

Per C.R.S. § 24-38.5-101, GEO’s statutory mission is to advance energy efficiency and renewable, clean energy resources in Colorado.

With this request, GEO proposes to amend statute to reinstate an annual appropriation from the state share of the Limited Gaming Fund established in CRS §12-47.1-701(1)(d)(I) to a newly created fund. Under the current forecast, this will affect the General Fund portion of the state share of Limited Gaming Funds.

ⁱ State Demographer’s Office

Exhibit A: Summary of Calculations

FY 2012-13 General Fund Budget Request		Requested amount		Source Documentation	
Program & Policy Implementation Expenses	Programmatic Costs	FTE Costs	FTE		
1. Electric Power Sector Market Development	\$ 175,104	\$ 247,792	2.7	Exhibits B, C, D	
2. Diversifying Colorado's Transportation Fuels Portfolio	\$ -	\$ 198,069	2.1	Exhibits B, C, D	
3. Unlocking the Potential of Residential and Small Commercial Energy Efficiency	\$ 227,600	\$ 204,469	2.2	Exhibits B, C, D	
4. Developing Transmission for Internal and External Electricity Markets	\$ 3,786	\$ 63,360	0.5	Exhibits B, C, D	
5. Public Sector Resource Efficiency (Greening Government)	\$ -	\$ 118,016	1.3	Exhibits B, C, D	
6. Public Sector Resource Efficiency Energy Performance Contracting (EPC)	\$ 240,031	\$ 90,736	1.0	Exhibits B, C, D	
7. Energy Market and Economic Development	\$ -	\$ 300,064	3.1	Exhibits B, C, D	
8. Energy Policy Development	\$ 30,000	\$ 342,984	3.3	Exhibits B, C, D	
Overhead & Support					
Leased Space	\$ 135,000			Actual cost per existing lease - \$15,000 per month (75% non-WX)	
Legal Hours	\$ 10,978			145 legal hours for contract assistance	
Fleet Vehicle	\$ 33,591			GEO 2006 Toyota Prius - vehicle lease \$16,175 + variable \$17,415	
Travel	\$ 173,462			Exhibit E - Travel Costs	
Dues and Memberships	\$ 90,000			Funds to be used to participate in the following organizations and events: New Energy Summit, Colorado Oil & Gas Association, National Association of State Energy Officials, Renewable & Sustainable Energy Institute, Clean Cities, National Renewable Energy Lab (NREL) Growth Forum, Alliance Roundtables, Colorado Renewable Energy Society, Catamount Institute, Colorado Solar Energy Industries, Geothermal Working Group, Solar Thermal Working Group, Small-Hydro Working Group, Western Governors' Association Western Interstate Energy Board (WIEB), Western Electricity Coordinating Council	
Temporary Services	\$ 8,320			Temp accounting assistance at state year-end close out \$28/hour 320 hrs	
Overhead & Support FTE		\$ 365,788	4.5		
Subtotal	\$ 1,127,872	\$ 1,931,279	20.7		
TOTAL REQUEST	\$ 3,059,151				

Exhibit B: Activity Descriptions

Activity 1: Facilitating Development of the Electric Power Sector Towards a Balanced Energy Portfolio

	Total Funds	FTE
Program Costs	\$175,104	
FTE Costs	\$247,792	
TOTAL ACTIVITY COST	\$422,896	2.7

GEO requests 2.7 FTE and \$422,896 in new Limited Gaming Funds to advocate on behalf of consumers using a holistic approach to the future of energy generation that will ensure affordable, clean, and reliable power generation for the entire state. With the requested FTE and programmatic costs, GEO will address these market barriers in a multi-pronged approach outlined below.

In the electric power sector, there is a multitude of different organizations, all of which have a narrowly tailored focus. For example, investor-owned utilities such as Xcel or Black Hills will advocate for the needs of their service districts, but the areas outside of their service districts also lies outside of their purview. The Public Utilities Commission (PUC) oversees approximately 60% of Colorado’s electric utility market, and the commission can only act on the dockets and the evidence presented to them by the staff or outside organizations.

GEO thus is in a unique position to advocate on behalf of the greater needs of the state. GEO has technical expertise necessary to navigate the complicated, interconnecting worlds of power generation that includes multiple levels of government, private and municipal power companies, and business and residential electricity consumers across the state. GEO promotes transparency in a process that is typically opaque to consumers, business leaders, and policymakers. GEO is also integral in assuring reliability of the electricity grid in emergencies; GEO, in coordination with the Division of Emergency Management, revises and, if necessary, implements the State Energy Assurance Plan. The Energy Assurance Plan is Colorado’s response to disasters, both natural and man-made, to ensure that the electricity grid continues to function. Most importantly, GEO has a broad, statewide perspective that is not found among the many players in this field. Because of their holistic view of the electric power sector, GEO can balance concerns about consumer costs, system reliability, and the environment. GEO proposes two main projects to promote transparency and balance in the electric power sector. GEO will:

- A. Intervene at the PUC on gas and electricity case. Under their statutory authority granted per CRS §40-6-108(2)(b), GEO will engage with industry experts to develop a broadly applicable, defensible, and transparent framework. GEO will use this framework to clearly identify the societal benefits, such as reduced pollution and long-term lower costs. Equipped with GEO’s analysis, the PUC will make more informed decisions in their regulation of the electric power sector.
- B. Develop an in-depth model of Colorado’s electric power sector that will be vetted by relevant parties through a stakeholder engagement process with the goal of modeling balanced energy portfolio. The model will encompass all inputs into the electricity system from fuel and capital costs to environmental and health costs. By establishing model of this sort, stakeholders will bring transparency to the costs and benefits of different fuel portfolios. A model fully vetted by relevant stakeholders will be an invaluable tool to meet the transparency challenges outlined in project 1A as GEO

intervenes at the PUC. The funds proposed as part of this project will be put toward workshops with relevant stakeholders to vet the model and a statewide tour to findings of the stakeholder engagement process.

Assumptions for Calculations:

A.) PUC Intervention	
Subject matter experts (840 hours, \$120 per hour)	\$ 100,800
Legal hours from the Attorney General's Office (675 hours, \$75.71 per hour)	\$ 51,104
<i>Subtotal A</i>	\$ 151,904
B.) Electric Power Sector Model	
Facilitator for workshops (320 hours, \$60 per hour)	\$ 19,200
Space rental for workshops (4 workshops, \$500 per workshop)	\$ 2,000
Space rental for statewide tours (8 tours, \$250 per tour)	\$ 2,000
<i>Subtotal B</i>	\$ 23,200
ACTIVITY 1 PROJECT COSTS	\$175,104

Exhibit B: Activity Descriptions

Activity 2: Diversifying Colorado’s Transportation Fuels Portfolio

	Total Funds	FTE
Program Costs	\$0	
FTE Costs	\$198,069	2.1
TOTAL ACTIVITY COST	\$198,069	2.1

GEO requests 2.1 FTE and \$198,069 in new Limited Gaming Funds to increase the use of alternative transportation fuels in Colorado. Alternative fuels include natural gas, electricity, biofuels, and hydrogen. The requested FTE will work with vehicle manufacturers, engine conversion companies, electric and natural gas utilities, and fuel suppliers and distributors to develop solutions to overcome market barriers preventing the success of alternative fuels.

Colorado currently imports nearly 80% of its transportation fuel, which roughly equates to an economic outflow of approximately \$8 billion a year in fuel purchases alone. Heavy reliance on imports also creates a strong dependence of the state’s economic well-being on oil’s continued availability and affordability. In order to transition away from imported oil, consumers must have the fuel, the vehicles, and the fueling infrastructure to support any new transportation fuels. This leads to a core chicken-and-egg problem, where organizations in one area will not invest until investments are made in the other areas. GEO has received a great deal of interest from various transportation fuels industry participants who see GEO as a natural and neutral convener on this topic. GEO can act as an organizer and a central point of knowledge to coordinate private and public investments in fueling infrastructure, vehicle conversion and development, and fuel sources.

The FTE supporting this activity will organize and lead stakeholder workshops to bring together decision makers from state and local government, K-12 schools, higher education, private sector fleets, vehicle manufacturers, equipment providers, and fuel providers. Workshops will focus on developing policy solutions that address obstacles to alternative transportation fuel deployment and identify current opportunities to overcome these obstacles. Convening in this manner will allow participants to understand and act on the opportunities for their particular needs. For example, local governments may ban together after the workshop to enter into a collaborative purchase of a compressed natural gas (CNG) city buses. A collaborative purchase would increase the number of buses purchased, thus allowing the local governments to take advantage of volume pricing.

Exhibit B: Activity Descriptions

Activity 3: Unlocking the Energy Efficiency Potential of Colorado's Residential, Small Commercial, and Agriculture Sectors

	Total Funds	FTE
Program Costs	\$227,600	
FTE Costs	\$204,469	
TOTAL ACTIVITY COST	\$432,069	2.2

GEO requests 2.2 FTE and \$432,069 in new Limited Gaming Funds to create programs to reduce market barriers in residential, small commercial, and agricultural energy efficiency. With the requested FTE and programmatic costs, GEO will address these market barriers in a multi-pronged approach outlined below.

Within the real estate market, there is a lack of information and standardization about the long-term cost savings and environmental benefits to improving energy efficiency. Because of this lack of information, green upgrades made to a property are not fully incorporated into the market value of that property. Since property owners cannot easily recoup the value of green upgrades in the sale price of their property, they have far less incentive to make those upgrades. Yet, energy efficiency upgrades also offers unique opportunities for financing, as the cost savings in energy can be creatively applied toward financing the capital costs of the upgrades. As these financing mechanisms are relatively young, real estate lenders have not yet developed sufficient expertise to be able to widely offer these financing mechanisms.

Overcoming the valuation and finance barriers presents a primary focus of GEO's activities and funding request. This will require engagement by GEO with the five key elements of the property valuation equation – sellers, realtors, buyers, appraisers, and underwriters – in a coordinated effort with the impacted industries, the Federal government, not-for-profits, and local governments. GEO will:

- A. Develop and execute a training program for real estate professionals on using "Green" Multiple Listing Service (MLS) fields. A fully utilized Green MLS listing allows homebuyers to compare properties easily on their green features in an apple-to-apples format. This also allows appraisers to more easily reflect the market value of homes that have similar green features.
- B. Develop and execute a training program for appraisers and county assessor offices to a) understand how to evaluate energy saving features of residential, commercial, and agricultural property, and b) incorporate energy saving features into their selection of comparable properties in order to capture energy performance in the market value.
- C. Create a training curriculum and certification for lenders, which will provide loan officers with sufficient training on energy consumption within homes and businesses. The goal is to expand lender participation in the ENERGY STAR/Energy Saving Mortgage (ESM) program, a program that allows consumers to finance energy efficiency through their home mortgage.
- D. Match ENERGY STAR builders with willing and knowledgeable financial institutions to expand financing options for potential green homebuyers. An example of one such financing mechanism is banks offering a lower interest rate to buyer of green homes, as the financial savings from lower energy costs make the owner a less risky investment for the bank.

- E. Develop relationships with banks to tap the otherwise un-utilized Green Colorado Credit Reserve Program (GCCR), a \$1 million ARRA-funded loan loss reserve designed to leverage private capital 6:1 to support investment in high energy performing properties. In partnership with the Colorado Housing Finance Authority, this program was designed to support financing for energy efficiency upgrades in small commercial real estate.
- F. If Congress restores the Property Assessed Clean Energy (PACE) program, GEO would shift focus to provide technical assistance to communities that decide to implement the program. PACE financing allowed local communities to amortize energy retrofiting costs to the annual property tax bill, with the loan attached to the property rather than the owner. PACE has been suspended by federal housing authorities because of mortgage concerns, but Congress is considering legislation to reinstate the program.
- G. Conduct two studies on the energy use in the industrial and agricultural markets to find opportunities for energy improvements.
- H. Provide funding to DOLA to for energy code training. DOLA currently works with local building code officials and GEO proposes using these program funds to supplement DOLA's building code program with information for districts implementing or improving their energy code. This funding will provide training to 100 of the 332 local code jurisdictions in Colorado on the energy benefits of updating to the International Energy Conservation Code 2009 and the costs associated with implementing this modern code.

Assumptions for Calculations:

A.) Green MLS Training for 200 realtors	
Facilitator for trainings (10 trainings, \$2,500 per training)	\$ 25,000
Layout of materials (\$2,500)	\$ 2,500
Printing of materials (200 binders, \$20 per binder)	\$ 4,000
<i>Subtotal A</i>	<i>\$ 31,500</i>
B.) Energy Efficiency Valuation Training for 200 appraiser, 50 county assessor staff	
Facilitator for trainings (10 trainings, \$2,500 per training)	\$ 25,000
Layout of materials (\$2,500)	\$ 2,500
Printing of materials (200 binders, \$20 per binder)	\$ 4,000
<i>Subtotal B</i>	<i>\$ 31,500</i>
C.) ENERGY STAR/Energy Mortgage Certification Program for 100 Lenders	
Facilitator for trainings (10 trainings, \$2,500 per training)	\$ 25,000
Layout of materials (\$2,500)	\$ 2,500
Printing of materials (100 binders, \$20 per binder)	\$ 2,000
<i>Subtotal C</i>	<i>\$ 29,500</i>
E.) Green Colorado Credit Reserve Program Marketing	
Advertisements (5 ads, \$1,000 per ad)	\$ 5,000
<i>Subtotal E</i>	<i>\$ 5,000</i>
G.) Colorado Industrial and Agricultural Studies	
Complete 2 studies (1,333 hours, \$75.00 per hour)	\$ 100,000
<i>Subtotal G</i>	<i>\$ 100,000</i>
H.) Energy Code Training for 100 Local Jurisdictions	
Trainings (100 trainings, \$301 per training)	\$ 30,100
<i>Subtotal H</i>	<i>\$ 30,100</i>
ACTIVITY 3 PROJECT COSTS	\$227,600

Exhibit B: Activity Descriptions

Activity 4: Developing Transmission for Internal and External Electricity Markets

	Total Funds	FTE
Program Costs	\$3,786	
FTE Costs	\$63,360	
TOTAL ACTIVITY COST	\$67,146	0.5

GEO requests 0.5 FTE and \$67,146 in new Limited Gaming Funds to promote the cost-effective and timely development of transmission markets and infrastructure. With the requested FTE and programmatic funds, GEO will publish a report recommending transmission development and will coordinate with relevant government entities to promote optimal siting for new transmission.

With our vast natural resources, Colorado is well positioned to be a regional leader in renewable energy production. Renewable energy also presents an excellent economic development opportunity in rural Colorado – from wind farms on the Eastern Plains to solar arrays in Southern Colorado. Yet, one of the largest barriers to these projects is the lack of electricity transmission infrastructure or even an electricity transmission plan. Without statewide coordination of a transmission plan, utilities will bring new transmission online as needed for projects ending in a piecemeal, illogical transmission map. This leads to a transmission system with reliability challenges and will falsely overprice renewable energy projects that usually need new transmission infrastructure.

GEO helps overcome these market barriers by providing a coordinated view of the transmission needs and potential all across the state. GEO has the technical expertise to monitor the topic to ensure that the overlapping entities are developing infrastructure with the highest possible levels of reliability, economic efficiency, and environmental performance.

The FTE supporting this activity will publish a report of recommendations for the further development of high-voltage transmission. The report will cover all aspects of transmission development, from planning, to permitting, to paying for infrastructure investments. GEO will also participate in Western Interstate Energy Board and monitor industry data through subscriptions and GIS mapping. GEO will promote best siting practices for new transmission such that the interests of local stakeholders, potential investors, Colorado consumers, and environmental concerns are all considered. The associated project costs will provide GEO with legal hours from the Attorney General’s office for transmission permitting improvement efforts.

Assumptions for Calculations:

Estimated Legal Costs for Transmission Permit Improvements	
Legal hours from the Attorney General's Office (50 hours, \$75.71 per hour)	\$ 3,786
ACTIVITY 4 PROJECT COSTS	\$ 3,786

Exhibit B: Activity Descriptions
Activity 5: Greening State Government

	Total Funds	FTE
Program Costs	\$0	
FTE Costs	\$118,016	
TOTAL ACTIVITY COST	\$118,016	1.3

GEO requests 1.3 FTE and \$118,016 in new Limited Gaming Funds to manage the state’s energy and water use and improve resource efficiency. With the requested FTE and programmatic funds, GEO will complete implementation of EnergyCAP, a utility management tool, and will streamline departments’ energy management.

Twenty-five (25) state agencies manage a real estate portfolio that includes approximately 4,100 buildings with an annual utility budget in excess of \$160 M. Recognizing the need for assistance in managing utility costs, GEO stepped in as a utility consultant for the varying state agencies. In 2007-2008, GEO conducted a competitive solicitation for a utility management tool and selected EnergyCAP software. Using federal funds, GEO purchased perpetual licenses and maintenance (maintenance through 2014) for all executive agencies. EnergyCAP has allowed state agencies to track utility charges and improve their energy use. For example, the Department of Corrections experienced an 8% energy cost savings after implementing EnergyCAP.

In 2009 and 2010, GEO provided a service to state agencies to help input their utility bills into the EnergyCAP system. Integrated Document Services (IDS), a division of DPA, and Nexant Energy Consulting helped state agencies locate utility bills, construct their EnergyCAP account, and input past utility data. By August 2011, participation in EnergyCAP had increased to 75% of the state utility bills, up from just 24% in that same time a year before.

The FTE supporting this activity will finish the implementation of EnergyCAP. GEO will continue the project with IDS and Nexant Energy Consulting to increase state agency participation in the EnergyCAP program. GEO also plans to facilitate implementation of Electronic Data Interchange (EDI) in the agencies that have Xcel accounts. EDI, an industry standard for utility billing, can more easily interface with EnergyCAP, improving the efficacy and ease of use of the system. An additional project under this activity is a review of state procurement rules and practices, state laws, and state regulations to identify barriers to implementing innovative resource efficiency projects.

Exhibit B: Activity Descriptions

Activity 6: Public Sector Resource Efficiency Energy Performance Contracting

	Total Funds	FTE
Program Costs	\$240,031	
FTE Costs	\$90,736	
TOTAL ACTIVITY COST	\$330,768	1.0

GEO requests 1.0 FTE and \$330,768 in new Limited Gaming Funds to continue administration of the Energy Performance Contracting (EPC) program. With the requested FTE and programmatic funds, GEO will continue to oversee an important financing mechanism that allows state agencies, schools, and local governments to make energy efficiency upgrades.

The capital costs of green upgrades are often prohibitively expensive, particularly for state and local governments facing increasingly tight budgets.

EPC is a financing mechanism for retrofitting buildings to improve energy efficiency. The capital improvements are financed in such a way that the cost of implementation is paid back entirely from energy savings generated for the retrofits, often with no upfront costs. GEO has a proven track-record in connecting state and local governments with EPC providers, allowing local governments to upgrade their facilities. With no added costs to taxpayers, the retrofits provided through EPC also results in other improvements for state and local governments. For example, students in EPC upgraded schools will experience warmer classrooms in the winter through energy upgrades such as a new HVAC system and improved insulation.

GEO has administered the EPC program since 1995. In that time, GEO has facilitated over \$250 M in green upgrades. Annual reductions in operating and maintenance costs achieved through the EPC programs in participating K-12 schools have resulted in annual savings equivalent to 111.5 teachers (at a rate of \$60,000 per teacher).

The FTE supporting this activity will continue GEO’s support and oversight of the EPC program. GEO estimates that they will oversee approximately \$40 M in EPC contracts this year (the average GEO has overseen in the last three years). The associated project costs are for third-party technical assistance in administering the program. In this coming year, GEO will also develop a self-funding mechanism for the EPC program, with the goal of eliminating project costs for EPC in FY13-14.

Assumptions for Calculations:

Contractor to Oversee EPC projects	
Contractor (2,060 hours, \$116.52 per hour)	\$ 240,031
ACTIVITY 6 PROJECT COSTS	\$240,031

Exhibit B: Activity Descriptions
Activity 7: Energy Market Development

	Total Funds	FTE
Program Costs	\$0	
FTE Costs	\$300,064	
TOTAL ACTIVITY COST	\$300,064	3.1

GEO requests 3.1 FTE and \$300,064 in new Limited Gaming Funds to develop and expand the energy market in Colorado. GEO will use the funds to recruit key sub-sectors of the energy industry to support an already-robust industry. Additionally, GEO staff will work with the Office of Economic Development and International Trade (OEDIT) in their analysis of the energy industry as a potential cluster industry key to Colorado’s economy and associated efforts to attract, retain, and expand energy companies in Colorado. This activity will help sustain Colorado’s reputation as a leader in the energy industry while improving the state’s economic outlook.

The energy industry in Colorado makes up approximately 10% of economic activity in the state. The combination of ample energy resources, both traditional and renewable, our state’s strong educational and research institutions, and existing energy cluster put Colorado in a position to capture economic opportunities presented by the world’s increasing demand for energy. Although the energy sector is enjoying overall growth, elements within the sector offer differing potential for growth. For example, although Colorado has a large presence of wind turbine manufacturers, there is a general lack of operations and maintenance companies for these manufacturers. GEO staff will work to identify and close gaps such as these.

The FTE on this activity will determine which elements of the energy industry offer the highest promise of job growth and likelihood of expansion in Colorado through market research and analysis. GEO will then work with OEDIT in their efforts to grow economic activity in Colorado. Specifically, GEO will provide insight and connections on supply chain, markets, policies, and energy supply issues to OEDIT staff. GEO staff will research and collect leads on potential expansions, cultivate business relationship and connections, and gather input from energy industry experts and executives on how to make Colorado even more attractive for investment. Two of GEO’s market development managers, one focused on traditional fuels and one on renewable, and the Director will be most directly responsible for these activities.

Exhibit B: Activity Descriptions
Activity 8: Energy Policy Development

	Total Funds	FTE
Program Costs	\$30,000	
FTE Costs	\$342,984	
TOTAL ACTIVITY COST	\$372,984	3.3

GEO requests 3.3 FTE and \$372,984 in new Limited Gaming Funds to develop sound energy policy for the state of Colorado. With the requested FTE and programmatic funds, GEO will advise state, local, and federal officials on energy policy with the aim of increasing energy security, managing long-term consumer costs, creating jobs, and protecting our environment.

Colorado’s energy markets are complex, given multiple, differing regulatory jurisdictions and structures; evolving technologies and economics; illiquid markets and natural monopolies; interdependent products (i.e. energy and capacity) and externalities (i.e. air quality and water consumption), all of which combine to make optimal policies difficult to develop and evaluate.

In order to keep Colorado a cutting-edge player in the energy sector – a sector which ranges from renewable energy and natural gas to clean coal technology – GEO proposes to have a small policy staff to support state, local, and federal lawmakers. GEO will provide technical expertise to the legislature through testimony, to the PUC through engagement on dockets, to the Congressional delegation through consultation on federal legislation, and to the public and advocacy organizations through participation in public forums and task forces.

Specific energy policy questions facing the State include, but are limited to the following:

- What role does the use of biomass energy production have in clearing trees killed by the pine-beetle infestation?
- Is there a need for alternative incentive structures for renewable energy, such as feed-in tariffs?
- What, if any, role does the State play in coordinating energy export efforts such as gas pipelines and transmission?
- What is the role of independent power producers and transmission companies in Colorado’s monopoly-controlled electric power sector?
- Would expanded and more liquid electricity markets benefit the state?
- What are the costs and benefits for Coloradans served by different types of electric utilities?
- What are the appropriate levels of government incentive for promising but not yet commercially viable technologies such as solar photovoltaics?
- What, if any, reforms are needed in the structure of the state’s regulatory structure?

Assumptions for Calculations:

Access to Data	
Annual data subscriptions	\$ 25,000
Geographic Information System (GIS) capabilities	\$ 5,000
ACTIVITY 8 PROJECT COSTS	\$ 30,000

Exhibit C: FTE Calculations

OSP Common Policy for FTE Requests		FTE and Operating Costs		
		FY 12-13	FY 13-14	FY 12-13
Fiscal Year(s) of Request	Title:	Executive Director	Associate Director of Operations	
PERSONAL SERVICES				
Number of PERSONS / class title		0.9	0.9	0.9
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12
Calculated FTE per classification		0.9	0.9	0.9
Annual base salary		\$130,000	\$130,000	\$86,625
Salary		\$117,000	\$117,000	\$77,963
PERA	10.15%	\$11,876	\$11,876	\$7,913
Medicare	1.45%	\$1,697	\$1,697	\$1,130
Subtotal Personal Services at Division Level		\$130,573	\$130,573	\$87,006
STD	0.177%	\$207	\$207	\$138
HLD	\$ 4.421	\$3,979	\$3,979	\$3,979
AED - Blended Fiscal Year Rates		3.20%	3.60%	3.20%
AED		\$3,744	\$4,212	\$2,495
SAED - Blended fiscal Year Rates		2.75%	3.25%	2.75%
SAED		\$3,218	\$3,803	\$2,144
Total Personal Services with Common Policy		\$141,721	\$142,774	\$95,762
OPERATING EXPENSES				
Supplies @ \$500/\$500 ²	\$500	\$450	\$450	\$450
Computer @ \$900/\$0	\$900	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$405	\$405	\$405
Subtotal Operating Expenses		\$855	\$855	\$855
GRAND TOTAL ALL COSTS		\$142,576	\$143,629	\$97,319
1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.		Provides overall direction to and is responsible for work of the staff; advises Governor on energy markets, policy, and regulation; serves in the cabinet and activity participates in cabinet initiatives; represents the Administration and State to the private sector, trade groups, stakeholder groups, and other governments.		
2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.		Develops and tracks budget; ensures compliance with State rules; track compliance with funder's rules; promotes efficient, effective, and elegant operations through process and policy development and implementation, professional development of staff. Working with CDOT, CDPHE, DNR, CDA, Provide GEO policy team with recommendations for climate change mitigation and adaptation strategies for the Governor. Oversees market development, finance, communications, procurement employees; serves as deputy director when needed.		

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FTE and Operating Costs		
Fiscal Year(s) of Request	FY 12-13	FY 13-14	FY 12-13	FY 13-14
<i>PERSONAL SERVICES</i>	Associate Director of Programs		Executive Administrative Assistant	
Number of PERSONS / class title	1.0	1.0	0.9	0.9
Number of months working in FY 09-10, 10-11, & 11-12	12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12	12	12	12	12
Calculated FTE, per classification	1.0	1.0	0.9	0.9
Annual base salary	\$86,625	\$86,625	\$42,000	\$42,000
Salary	\$86,625	\$86,625	\$37,800	\$37,800
PERA	10.15%	\$8,792	\$3,837	\$3,837
Medicare	1.45%	\$1,256	\$548	\$548
Subtotal Personal Services at Division Level	\$96,673	\$96,673	\$42,185	\$42,185
STD	0.177%	\$153	\$67	\$67
HLD	\$ 4,421	\$4,421	\$3,979	\$3,979
AED - Blended Fiscal Year Rates	3.20%	3.20%	3.20%	3.60%
AED	\$2,772	\$3,119	\$1,210	\$1,361
SAED - Blended fiscal Year Rates	2.75%	2.75%	2.75%	3.25%
SAED	\$2,382	\$2,815	\$1,040	\$1,229
Total Personal Services with Common Policy	\$106,401	\$107,181	\$48,481	\$48,821
<i>OPERATING EXPENSES</i>				
Supplies @ \$500/\$500 ²	\$500	\$500	\$450	\$450
Computer @ \$900/\$0	\$900	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$405	\$405
Subtotal Operating Expenses	\$950	\$950	\$855	\$855
GRAND TOTAL ALL COSTS	\$107,351	\$108,131	\$49,336	\$49,676

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Supports energy efficiency, distributed renewable energy, and greening government employees; directs research, development, and incubation of programs addressing market failures; manage spin-out/wind down when appropriate. Manages efforts to support commercialization of distributed renewable energy (small hydro, biomass, solar PV) industry across rural and urban Colorado, including participation on task forces and study groups; serves as State subject matter expert (SME) for policy, regulatory, and economic development activities.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FY 12-13		FY 13-14		FY 12-13		FY 13-14	
FTE and Operating Costs		Director Policy and Legislation		Media Associate					
Fiscal Year(s) of Request	Title:	FY 12-13	FY 13-14	FY 12-13	FY 13-14	FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES									
Number of PERSONS / class title		1.0	1.0			0.9	0.9		0.9
Number of months working in FY 09-10, 10-11, & 11-12		12	12			12	12		12
Number months paid in FY 09-10, 10-11, & 11-12		12	12			12	12		12
Calculated FTE per classification		1.0	1.0			0.9	0.9		0.9
Annual base salary		\$125,000	\$125,000			\$41,500	\$41,500		\$41,500
Salary		\$125,000	\$125,000			\$37,350	\$37,350		\$37,350
PERA	10.15%	\$12,688	\$12,688			\$3,791	\$3,791		\$3,791
Medicare	1.45%	\$1,813	\$1,813			\$542	\$542		\$542
Subtotal Personal Services at Division Level		\$139,501	\$139,501			\$41,683	\$41,683		\$41,683
STD	0.177%	\$221	\$221			\$66	\$66		\$66
HLID	\$ 4,421	\$4,421	\$4,421			\$3,979	\$3,979		\$3,979
AED - Blended Fiscal Year Rates		3.20%	3.60%			3.20%	3.60%		3.60%
AED		\$4,000	\$4,500			\$1,195	\$1,345		\$1,345
SAED - Blended fiscal Year Rates		2.75%	3.25%			2.75%	3.25%		3.25%
SAED		\$3,438	\$4,063			\$1,027	\$1,214		\$1,214
Total Personal Services with Common Policy		\$151,581	\$152,706			\$47,950	\$48,287		\$48,287
OPERATING EXPENSES									
Supplies @ \$500/\$500 ²	\$500	\$500	\$500			\$450	\$450		\$450
Computer @ \$900/\$0	\$900	\$0	\$0			\$0	\$0		\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0			\$0	\$0		\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0			\$0	\$0		\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450			\$405	\$405		\$405
Subtotal Operating Expenses		\$950	\$950			\$855	\$855		\$855
GRAND TOTAL ALL COSTS		\$152,531	\$153,656			\$48,805	\$49,142		\$49,142

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Supervises policy/regulatory/outreach team; serves as legislative liaison; represents the GEO and the Administration with industry, trade associations, stakeholder groups, and other governments.

Ensure public is informed of Colorado energy markets; respond to media inquiries; prepare materials for policymakers; manage GEO website and social media; track media reporting; organize GEO events; prioritize GEOs public messaging

Exhibit C: FTE Calculations

OSP Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request	FY 12-13	FY 13-14	FY 12-13
	Public Information Officer	Market Development Manager	
PERSONAL SERVICES	Title:		
Number of PERSONS / class title	0.9	0.9	0.8
Number of months working in FY 09-10, 10-11, & 11-12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12	12	12	12
Calculated FTE per classification	0.9	0.9	0.8
Annual base salary	\$77,250	\$77,250	\$70,298
Salary	\$65,663	\$65,663	\$56,238
PERA	\$6,665	\$6,665	\$5,708
Medicare	\$952	\$952	\$815
Subtotal Personal Services at Division Level	\$73,280	\$73,280	\$62,761
STD	\$116	\$116	\$100
HLD	\$3,758	\$3,758	\$3,537
AED - Blended Fiscal Year Rates	3.20%	3.60%	3.60%
AED	\$2,101	\$2,364	\$1,800
SAED - Blended fiscal Year Rates	2.75%	3.25%	3.25%
SAED	\$1,806	\$2,134	\$1,828
Total Personal Services with Common Policy	\$81,061	\$81,652	\$69,745
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$425	\$425	\$400
Computer @ \$900/\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$383	\$383	\$360
Subtotal Operating Expenses	\$808	\$808	\$760
GRAND TOTAL ALL COSTS	\$81,869	\$82,460	\$70,505

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Develop and implement GEO media and public outreach strategy; develop talking points for GEO and Administration staff; manage GEO staff public engagements; direct and supervise Media Associate

Develop energy market economic development strategy; run innovation initiative activities; liaise with energy sector companies; identify leads for attraction / expansion; support OEDIT's recruitment efforts by providing market and subject matter expertise; track jobs and investment data

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FY 12-13		FY 13-14		FY 12-13		FY 13-14	
FTE and Operating Costs		Senior Market Development Manager		Finance Program Manager		Senior Market Development Manager		Finance Program Manager	
Fiscal Year(s) of Request	Title:								
PERSONAL SERVICES									
Number of PERSONS / class title		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Calculated FTE per classification		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Annual base salary		\$77,250	\$77,250	\$77,250	\$77,250	\$72,000	\$72,000	\$72,000	\$72,000
Salary		\$77,250	\$77,250	\$77,250	\$77,250	\$72,000	\$72,000	\$72,000	\$72,000
PERA	10.15%	\$7,841	\$7,841	\$7,841	\$7,841	\$7,308	\$7,308	\$7,308	\$7,308
Medicare	1.45%	\$1,120	\$1,120	\$1,120	\$1,120	\$1,044	\$1,044	\$1,044	\$1,044
Subtotal Personal Services at Division Level		\$86,211	\$86,211	\$86,211	\$86,211	\$80,352	\$80,352	\$80,352	\$80,352
STD	0.177%	\$137	\$137	\$137	\$137	\$127	\$127	\$127	\$127
HLD	\$ 4,421	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates		3.20%	3.20%	3.60%	3.60%	3.20%	3.20%	3.60%	3.60%
AED		\$2,472	\$2,472	\$2,781	\$2,781	\$2,304	\$2,304	\$2,592	\$2,592
SAED - Blended fiscal Year Rates		2.75%	2.75%	3.25%	3.25%	2.75%	2.75%	3.25%	3.25%
SAED		\$2,124	\$2,124	\$2,511	\$2,511	\$1,980	\$1,980	\$2,340	\$2,340
Total Personal Services with Common Policy		\$95,365	\$95,365	\$96,061	\$96,061	\$89,184	\$89,184	\$89,832	\$89,832
OPERATING EXPENSES									
Supplies @ \$500/\$500 ²	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Computer @ \$900/\$0	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Subtotal Operating Expenses		\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950
GRAND TOTAL ALL COSTS		\$96,315	\$96,315	\$97,011	\$97,011	\$90,134	\$90,134	\$90,782	\$90,782

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Develop energy market economic development strategy; run innovation initiative activities; liaise with energy sector companies; identify leads for attraction / expansion; support OEDITs recruitment efforts by providing market and subject matter expertise; track jobs and investment data

Manage Revolving Loan Fund and Qualified Energy Conservation Bond programs; lead engagement with financial institutions on energy efficiency valuation and financing; provide financial analysis expertise and training to staff

Exhibit C: FTE Calculations

OSP Common Policy for FTE Requests		FY 12-13		FY 13-14		FY 12-13		FY 13-14	
FTE and Operating Costs		Commercial Energy Efficiency Manager		Commercial Energy Efficiency Manager		Commercial Energy Efficiency Associate		Commercial Energy Efficiency Associate	
Fiscal Year(s) of Request	Title:								
PERSONAL SERVICES									
Number of PERSONS / class title		0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Calculated FTE per classification		0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4
Annual base salary		\$75,000	\$75,000	\$75,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Salary		\$38,250	\$38,250	\$38,250	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
PERA	10.15%	\$3,882	\$3,882	\$3,882	\$2,233	\$2,233	\$2,233	\$2,233	\$2,233
Medicare	1.45%	\$555	\$555	\$555	\$319	\$319	\$319	\$319	\$319
Subtotal Personal Services at Division Level		\$42,687	\$42,687	\$42,687	\$24,552	\$24,552	\$24,552	\$24,552	\$24,552
STD	0.177%	\$68	\$68	\$68	\$39	\$39	\$39	\$39	\$39
HLD	\$ 4,421	\$2,255	\$2,255	\$2,255	\$1,768	\$1,768	\$1,768	\$1,768	\$1,768
AED - Blended Fiscal Year Rates		3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%	3.20%
AED		\$1,224	\$1,377	\$1,377	\$704	\$704	\$704	\$704	\$792
SAED - Blended fiscal Year Rates		2.75%	3.25%	3.25%	2.75%	2.75%	2.75%	2.75%	3.25%
SAED		\$1,052	\$1,243	\$1,243	\$605	\$605	\$605	\$605	\$715
Total Personal Services with Common Policy		\$47,286	\$47,630	\$47,630	\$27,668	\$27,668	\$27,668	\$27,668	\$27,866
OPERATING EXPENSES									
Supplies @ \$500/\$500 ²	\$500	\$255	\$255	\$255	\$200	\$200	\$200	\$200	\$200
Computer @ \$900/\$0	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$230	\$230	\$230	\$180	\$180	\$180	\$180	\$180
Subtotal Operating Expenses		\$485	\$485	\$485	\$380	\$380	\$380	\$380	\$380
GRAND TOTAL ALL COSTS		\$47,771	\$48,115	\$48,115	\$28,048	\$28,048	\$28,048	\$28,048	\$28,246

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Run the Energy Performance Contracting (EPC) and Colorado Industrial Energy Challenge (CEIC) programs; provide small commercial sector with access to energy efficiency opportunities; conduct and evaluate market research studies; identify and convene experts to address market barriers to EE investment; monitor utility DSM programs.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FTE and Operating Costs	
Fiscal Year(s) of Request	FY 12-13	FY 13-14	FY 13-14
PERSONAL SERVICES	Greening Government Manager	Greening Government Manager	Residential Energy Efficiency
Title:			
Number of PERSONS / class title	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12	12	12	12
Calculated FTE per classification	1.0	1.0	1.0
Annual base salary	\$70,000	\$70,000	\$75,000
Salary	\$70,000	\$70,000	\$75,000
PERA	\$7,105	\$7,105	\$7,613
Medicare	\$1,015	\$1,015	\$1,088
Subtotal Personal Services at Division Level	\$78,120	\$78,120	\$83,701
STD	\$124	\$124	\$133
HLD	\$4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates	3.20%	3.60%	3.20%
AED	\$2,240	\$2,520	\$2,400
SAED - Blended fiscal Year Rates	2.75%	3.25%	2.75%
SAED	\$1,925	\$2,275	\$2,063
Total Personal Services with Common Policy	\$86,830	\$87,460	\$92,718
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$500	\$500	\$500
Computer @ \$900/\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450
Subtotal Operating Expenses	\$950	\$950	\$950
GRAND TOTAL ALL COSTS	\$87,780	\$88,410	\$93,668

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Ensure state government resource efficiency and executive agency compliance with executive orders related to resource efficiency and conservation.
Leads the Greening Government Coordinating Council and serve as the state's greening government subject matter expert. Facilitate state agency coordinated meetings to share energy and sustainability related activities and best practices. Represent the GEO on the Pollution Prevention Advisory Board.

Work with the private sector (appraisers, et. al.) in valuing energy performance; provide subject matter expertise on technologies and building codes; monitor utility DSM programs.

Exhibit C: FTE Calculations

OSP Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request	FY 12-13	FY 13-14	FY 13-14
PERSONAL SERVICES	Regulatory Analyst	Policy Advisor	Policy Advisor
Title:			
Number of PERSONS / class title	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12	12	12	12
Calculated FTE per classification	1.0	1.0	1.0
Annual base salary	\$74,675	\$74,675	\$70,298
Salary	\$74,675	\$74,675	\$70,298
PERA	\$7,580	\$7,580	\$7,135
Medicare	\$1,083	\$1,083	\$1,019
Subtotal Personal Services at Division Level	\$83,338	\$83,338	\$78,452
STD	\$132	\$132	\$124
HLD	\$4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates	3.20%	3.60%	3.60%
AED	\$2,390	\$2,688	\$2,531
SAED - Blended fiscal Year Rates	2.75%	3.25%	3.25%
SAED	\$2,054	\$2,427	\$2,285
Total Personal Services with Common Policy	\$92,335	\$93,006	\$87,813
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$500	\$500	\$500
Computer @ \$900/\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450
Subtotal Operating Expenses	\$950	\$950	\$950
GRAND TOTAL ALL COSTS	\$93,285	\$93,956	\$88,763

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Intervene at the PUC to provide a holistic perspective (jobs, security, long-term costs, environment) in the decision-making process; perform quantitative analysis to support policy analysis and development; provide subject matter expertise for communicating PUC processes and decisions to the public and media

Design and manage the balanced energy portfolio stakeholder engagement process; represent the State's interest in transmission development initiatives; research and analyze policy and legal issues; provide institutional knowledge and subject matter expertise.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request	FY 12-13	FY 13-14	
PERSONAL SERVICES			
Number of PERSONS / class title	1.0	1.0	Policy Associate
Number of months working in FY 09-10, 10-11, & 11-12	12	12	
Number months paid in FY 09-10, 10-11, & 11-12	12	12	
Calculated FTE per classification		1.0	
Annual base salary		\$63,000	\$63,000
Salary		\$63,000	\$63,000
PERA		\$6,395	\$6,395
Medicare		\$914	\$914
Subtotal Personal Services at Division Level		\$70,309	\$70,309
STD		\$112	\$112
HLD		\$4,421	\$4,421
AED - Blended Fiscal Year Rates		3.20%	3.60%
AED		\$2,016	\$2,268
SAED - Blended fiscal Year Rates		2.75%	3.25%
SAED		\$1,733	\$2,048
Total Personal Services with Common Policy		\$78,591	\$79,158
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²		\$500	\$500
Computer @ \$900/\$0		\$0	\$0
Office Suite Software @ \$330/\$0		\$330	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)		\$0	\$0
Telephone Base @ \$450/\$450 ²		\$450	\$450
Subtotal Operating Expenses		\$950	\$950
GRAND TOTAL ALL COSTS		\$79,541	\$80,108

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Perform electric power sector modeling with dynamic input-output optimization that evaluates the electric power sector with a concentration on long-term least cost, environmental performance, security (risk mitigation), and employment expansion.

- Create in-house expertise at the state level on energy assurance planning and resiliency, focusing on Smart-Grid applications and vulnerabilities, critical infrastructure interdependencies, cyber security, energy supply systems, energy data analysis, and communications
- Develop new or refined energy Assurance Plans to incorporate response actions to new energy portfolios
- Revise appropriate state policies, procedures, and practices to reflect the Energy Assurance Plans
- Develop and implement processes or mechanisms for tracking the duration, response, restoration and recovery time of energy supply disruption events
- Conduct energy emergency exercises to evaluate the Energy Assurance Plans

Exhibit C: FTE Calculations

OSP Common Policy for FTE Requests		FY 12-13		FY 13-14	
FTE and Operating Costs		Transportation Fuels Manager		Transportation Fuels Manager	
Fiscal Year(s) of Request	Title:	FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES					
Number of PERSONS / class title		1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification					
Annual base salary					
Salary		\$78,750	\$78,750	\$78,750	\$78,750
PERA	10.15%	\$7,993	\$7,993	\$7,993	\$7,993
Medicare	1.45%	\$1,142	\$1,142	\$1,142	\$1,142
Subtotal Personal Services at Division Level		\$87,885	\$87,885	\$87,885	\$87,885
STD	0.177%	\$139	\$139	\$139	\$139
HLD	\$ 4,421	\$4,421	\$4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates		3.20%	3.20%	3.20%	3.60%
AED		\$2,520	\$2,520	\$2,520	\$2,835
SAED - Blended fiscal Year Rates		2.75%	2.75%	2.75%	3.25%
SAED		\$2,166	\$2,166	\$2,166	\$2,559
Total Personal Services with Common Policy		\$97,131	\$97,131	\$97,131	\$97,839
OPERATING EXPENSES					
Supplies @ \$500/\$500 ²	\$500	\$500	\$500	\$500	\$500
Computer @ \$900/\$0	\$900	\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450	\$450	\$450
Subtotal Operating Expenses		\$950	\$950	\$950	\$950
GRAND TOTAL ALL COSTS		\$98,081	\$98,081	\$98,081	\$98,789

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

- Develop strategy for promoting a diversified fuel mix in line with the GEO mission, to bring more jobs, reduce costs to consumers, preserve the natural environment, and increase energy security in Colorado.
- Work with private sector companies, trade associations, and environmental interests to ensure input, best practice, and buy-in from key stakeholders.
- Manage relationships at the local government (cities and counties,) state (General Assembly, CDOT, OEDIT, DNR, and CDPHE,) regional (WGA,) and national (Congress, White House, NGA, NASEO) level, ensuring coordination and cooperation on transportation fuels strategy.
- Coordinate efforts of other GEO staff working on complimentary efforts, including program team, Greening Government, and policy team.
- Support the GEO policy and outreach team in stakeholder management and providing a sounding board for recommendations.
- Represent GEO at public events, including state, regional, and national conferences, press events, etc.,
- Focus on market transformation goals that align with national and state goals.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FY 12-13	FY 13-14
FTE and Operating Costs			
Fiscal Year(s) of Request	Title:	Transportation Fuels Associate	
PERSONAL SERVICES			
Number of PERSONS / class title		1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		1.0	1.0
Annual base salary		\$60,000	\$60,000
Salary		\$60,000	\$60,000
PERA	10.15%	\$6,090	\$6,090
Medicare	1.45%	\$870	\$870
Subtotal Personal Services at Division Level		\$66,960	\$66,960
STD	0.177%	\$106	\$106
HLD	\$ 4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates		3.20%	3.60%
AED		\$1,920	\$2,160
SAED - Blended fiscal Year Rates		2.75%	3.25%
SAED		\$1,650	\$1,950
Total Personal Services with Common Policy		\$75,057	\$75,597
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$500	\$500	\$500
Computer @ \$900/\$0	\$900	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$450	\$450
Subtotal Operating Expenses		\$950	\$950
GRAND TOTAL ALL COSTS		\$76,007	\$76,547

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

- Develop strategy for promoting a diversified fuel mix in line with the GEO mission, to bring more jobs, reduce costs to consumers, preserve the natural environment, and increase energy security in Colorado.
- Work with private sector companies, trade associations, and environmental interests to ensure input, best practice, and buy-in from key stakeholders.
- Manage relationships at the local government (cities and counties.) state (General Assembly, CDOT, OEDIT, DNR, and CDPHE.) regional (WGA.) and national (Congress, White House, NGA, NASEO) level, ensuring coordination and cooperation on transportation fuels strategy.
- Coordinate efforts of other GEO staff working on complimentary efforts, including program team, Greening Government, and policy team.
- Support the GEO policy and outreach team in stakeholder management and providing a sounding board for recommendations.
- Represent GEO at public events, including state, regional, and national conferences, press events, etc..
- Focus on market transformation goals that align with national and state goals.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FTE and Operating Costs	
Fiscal Year(s) of Request	Title:	FY 12-13	FY 13-14
PERSONAL SERVICES			
Number of PERSONS / class title		0.3	0.3
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number of months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		0.3	0.3
Annual base salary		\$72,750	\$72,750
Salary		\$21,825	\$21,825
PERA	10.15%	\$2,215	\$2,215
Medicare	1.45%	\$316	\$316
Subtotal Personal Services at Division Level		\$24,356	\$24,356
STD	0.177%	\$39	\$39
HLD	\$ 4,421	\$1,326	\$1,326
AED - Blended Fiscal Year Rates		3.20%	3.60%
AED		\$698	\$786
SAED - Blended fiscal Year Rates		2.75%	3.25%
SAED		\$600	\$709
Total Personal Services with Common Policy		\$27,019	\$27,216
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$500	\$150	\$150
Computer @ \$900/\$0	\$900	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$135	\$135
Subtotal Operating Expenses		\$285	\$285
GRAND TOTAL ALL COSTS		\$27,304	\$27,501

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

- Advise the Governor and GEO Director on regulatory and policy strategies in selected legislative, executive, and regulatory venues, on how to best fulfill the GEO mission of promoting energy markets to create jobs, enhance energy security, lower long term consumer costs, and provide environmental protection.
- Research current and potential Colorado policies regarding conventional energy, renewable energy, and energy efficiency.
- Create and manage the GEO's legislative database
- Represent the Administration in select energy policy forums and conferences
- Help develop agendas for workshops, outreach events, and conferences
- Support other cabinet members as an information resource on energy-related topics

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FY 12-13		FY 13-14		FY 12-13		FY 13-14	
FTE and Operating Costs		Controller		Contracts Manager		Controller		Contracts Manager	
Fiscal Year(s) of Request	Title:								
PERSONAL SERVICES									
Number of PERSONS / class title		0.8	0.8	0.8	0.8	0.6	0.6	0.6	0.6
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12
Calculated FTE per classification		0.8	0.8	0.8	0.8	0.6	0.6	0.6	0.6
Annual base salary		\$78,650	\$78,650	\$78,650	\$78,650	\$63,000	\$63,000	\$63,000	\$63,000
Salary		\$62,920	\$62,920	\$62,920	\$62,920	\$39,060	\$39,060	\$39,060	\$39,060
PERA	10.15%	\$6,386	\$6,386	\$6,386	\$6,386	\$3,965	\$3,965	\$3,965	\$3,965
Medicare	1.45%	\$912	\$912	\$912	\$912	\$566	\$566	\$566	\$566
Subtotal Personal Services at Division Level		\$70,218	\$70,218	\$70,218	\$70,218	\$43,591	\$43,591	\$43,591	\$43,591
STD	0.177%	\$111	\$111	\$111	\$111	\$69	\$69	\$69	\$69
HLD	\$ 4,421	\$3,537	\$3,537	\$3,537	\$3,537	\$2,741	\$2,741	\$2,741	\$2,741
AED - Blended Fiscal Year Rates		3.20%	3.20%	3.60%	3.60%	3.20%	3.20%	3.60%	3.60%
AED		\$2,013	\$2,265	\$2,265	\$2,265	\$1,250	\$1,250	\$1,406	\$1,406
SAED - Blended fiscal Year Rates		2.75%	2.75%	3.25%	3.25%	2.75%	2.75%	3.25%	3.25%
SAED		\$1,730	\$2,045	\$2,045	\$2,045	\$1,074	\$1,074	\$1,269	\$1,269
Total Personal Services with Common Policy		\$77,609	\$78,176	\$78,176	\$78,176	\$48,725	\$48,725	\$49,076	\$49,076
OPERATING EXPENSES									
Supplies @ \$500/\$500 ²	\$500	\$400	\$400	\$400	\$400	\$310	\$310	\$310	\$310
Computer @ \$900/\$0	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0	\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²	\$450	\$360	\$360	\$360	\$360	\$173	\$173	\$173	\$173
Subtotal Operating Expenses		\$760	\$760	\$760	\$760	\$483	\$483	\$483	\$483
GRAND TOTAL ALL COSTS		\$78,369	\$78,936	\$78,936	\$78,936	\$49,208	\$49,208	\$49,559	\$49,559

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Federal grant fiscal management
Monitor long bill appropriations
Interface with Governor's Office payroll and accounting staff

Prepare contracts, purchase orders, interagency agreements, memorandum of understanding

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests		FTE and Operating Costs		FY 12-13		FY 13-14		FY 12-13		FY 13-14	
Fiscal Year(s) of Request	Title:	Accountant	Accountant	FY 12-13	FY 13-14	FY 12-13	FY 13-14	FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES											
Number of PERSONS / class title		0.8	0.8	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12	12	12	12	12	12	12
Calculated FTE per classification		0.8	0.8	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Annual base salary		\$51,150	\$51,150	\$51,150	\$51,150	\$76,625	\$76,625	\$76,625	\$76,625	\$76,625	\$76,625
Salary		\$40,920	\$40,920	\$40,920	\$40,920	\$76,625	\$76,625	\$76,625	\$76,625	\$76,625	\$76,625
PERA		\$4,153	\$4,153	\$4,153	\$4,153	\$7,777	\$7,777	\$7,777	\$7,777	\$7,777	\$7,777
Medicare		\$593	\$593	\$593	\$593	\$1,111	\$1,111	\$1,111	\$1,111	\$1,111	\$1,111
Subtotal Personal Services at Division Level		\$45,666	\$45,666	\$45,666	\$45,666	\$85,513	\$85,513	\$85,513	\$85,513	\$85,513	\$85,513
STD		\$72	\$72	\$72	\$72	\$136	\$136	\$136	\$136	\$136	\$136
HLD		\$3,537	\$3,537	\$3,537	\$3,537	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421	\$4,421
AED - Blended Fiscal Year Rates		3.20%	3.20%	3.20%	3.60%	3.20%	3.20%	3.20%	3.20%	3.60%	3.60%
AED		\$1,309	\$1,309	\$1,309	\$1,473	\$2,452	\$2,452	\$2,452	\$2,452	\$2,759	\$2,759
SAED - Blended fiscal Year Rates		2.75%	2.75%	2.75%	3.25%	2.75%	2.75%	2.75%	2.75%	3.25%	3.25%
SAED		\$1,125	\$1,125	\$1,125	\$1,330	\$2,107	\$2,107	\$2,107	\$2,107	\$2,490	\$2,490
Total Personal Services with Common Policy		\$51,709	\$51,709	\$51,709	\$52,078	\$94,629	\$94,629	\$94,629	\$94,629	\$95,319	\$95,319
OPERATING EXPENSES											
Supplies @ \$500/\$500 ²		\$500	\$500	\$400	\$400	\$500	\$500	\$500	\$500	\$500	\$500
Computer @ \$900/\$0		\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Suite Software @ \$330/\$0		\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)		\$3,473	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephone Base @ \$450/\$450 ²		\$450	\$360	\$360	\$360	\$450	\$450	\$450	\$450	\$450	\$450
Subtotal Operating Expenses			\$760	\$760	\$760	\$950	\$950	\$950	\$950	\$950	\$950
GRAND TOTAL ALL COSTS			\$52,469	\$52,838	\$52,838	\$95,579	\$95,579	\$95,579	\$95,579	\$96,269	\$96,269

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Review and approve vendor payments, enter into COFRS, accept revenue, manage expenses	Provide network support, IT trouble shooting, manage network and shared servers, telephony
---	--

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests

FTE and Operating Costs		GRAND TOTAL	
Fiscal Year(s) of Request	Title:	FY 12-13	FY 13-14
PERSONAL SERVICES			
Number of PERSONS / class title		20.7	20.7
Number of months working in FY 09-10, 10-11, & 11-12			
Number months paid in FY 09-10, 10-11, & 11-12			
Calculated FTE per classification			
Annual base salary		\$ 1,772,445	\$ 1,772,445
Salary		\$ 1,546,212	\$ 1,546,212
PERA	10.15%	\$ 156,941	\$ 156,941
Medicare	1.45%	\$ 22,420	\$ 22,420
Subtotal Personal Services at Division Level		\$ 1,725,573	\$ 1,725,573
STTD	0.177%	\$ 2,736	\$ 2,736
HLD	\$ 4.421	\$ 91,427	\$ 91,427
AED - Blended Fiscal Year Rates		\$ 1	\$ 1
AED		\$ 49,479	\$ 55,666
SAED - Blended fiscal Year Rates		0.7	0.8
SAED		\$ 42,523	\$ 50,254
Total Personal Services with Common Policy		\$ 1,911,738	\$ 1,925,656
OPERATING EXPENSES			
Supplies @ \$500/\$500 ²	\$500	\$ 10,340.00	\$ 10,340.00
Computer @ \$900/\$0	\$900	-	-
Office Suite Software @ \$330/\$0	\$330	-	-
Office Equipment @ \$3,473/\$0 (includes cubicle and chair)	\$3,473	-	-
Telephone Base @ \$450/\$450 ²	\$450	\$ 9,200.98	\$ 9,200.98
Subtotal Operating Expenses		\$ 19,541	\$ 19,541
GRAND TOTAL ALL COSTS		\$ 1,931,279	\$ 1,945,197

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The \$450 for Telephone Base and \$500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Titles	FY 12-13 Requested Funding	FY 12-13 Requested FTE	Activity #1		Activity #2		Activity #3		Activity #4		Activity #5		Activity #6		Activity #7		Activity #8		Activity #9		Outside of this Request		Outside of this Request Softool Energy Efficiency	
			Electric Power Sector	Diversity Transportation Fuels Portfolio	Res / Comm Energy Efficiency	Transmission	Greening Government	Energy Performance Contract	Energy Market/ Economic Development	Energy Policy	Overhead & Support	Weatherization (Federal Funds)												
Executive Director's Office																								
Executive Director	\$142,576	0.9	0.14	\$21,386	0.05	\$7,129	0.05	\$3,564	0.02	\$3,564	0.02	\$3,564	0.02	\$3,564	0.23	\$35,644	0.18	\$28,515	0.09	\$14,258	0.1	\$14,258	0.0	\$0
Associate Director of Operations	\$96,617	0.9	0.03	\$3,382	0.03	\$3,382	0.03	\$3,382	0.03	\$3,382	0.03	\$3,382	0.03	\$3,382	0.29	\$30,917	0.18	\$18,940	0.25	\$26,570	0.1	\$9,662	0.0	\$0
Associate Director of Programs	\$107,351	1.0	0.00	\$0	0.05	\$5,368	0.25	\$26,838	0.00	\$0	0.15	\$16,103	0.15	\$16,103	0.20	\$21,470	0.20	\$21,470	0.00	\$0	0.0	\$0	0.0	\$0
Executive Administrative Assistant	\$49,336	0.9	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.90	\$49,336	0.1	\$4,934	0.0	\$0
Director External Relations	\$152,531	1.0	0.10	\$15,253	0.10	\$15,253	0.00	\$0	0.10	\$15,253	0.00	\$0	0.00	\$0	0.00	\$0	0.70	\$106,772	0.00	\$0	0.0	\$0	0.0	\$0
Communications																								
Media Associate	\$48,805	0.9	0.05	\$2,440	0.05	\$2,684	0.09	\$4,881	0.01	\$488	0.05	\$2,684	0.05	\$2,684	0.09	\$5,125	0.51	\$27,819	0.00	\$0	0.1	\$7,321	0.0	\$0
Public Information Officer	\$81,869	0.9	0.04	\$4,093	0.05	\$4,503	0.09	\$8,187	0.01	\$819	0.05	\$4,503	0.05	\$4,503	0.09	\$8,996	0.48	\$46,665	0.00	\$0	0.1	\$12,260	0.0	\$0
Market Development																								
Market Development Manager	\$70,505	0.8	0.02	\$2,115	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.70	\$61,339	0.08	\$7,051	0.00	\$0	0.0	\$0
Senior Market Development Manager	\$96,315	1.0	0.03	\$2,889	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.87	\$83,794	0.10	\$9,632	0.00	\$0	0.0	\$0	0.0	\$0
Program Management																								
Finance Program Manager	\$90,134	1.0	0.00	\$0	0.00	\$0	0.45	\$40,560	0.00	\$0	0.00	\$0	0.05	\$4,507	0.45	\$40,560	0.05	\$4,507	0.00	\$0	0.0	\$0	0.0	\$0
Commercial Energy Efficiency Manager	\$47,771	0.5	0.00	\$0	0.00	\$0	0.21	\$19,825	0.00	\$0	0.00	\$0	0.30	\$27,946	0.00	\$0	0.00	\$0	0.00	\$0	0.0	\$0	0.0	\$0
Commercial Energy Efficiency Associate	\$28,048	0.4	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.40	\$28,048	0.00	\$0	0.00	\$0	0.00	\$0	0.0	\$0	0.2	\$18,829
Greening Government Manager	\$87,780	1.0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	1.00	\$87,780	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.0	\$0	0.0	\$0
Residential Energy Efficiency	\$93,668	1.0	0.00	\$0	0.00	\$0	1.00	\$93,668	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.0	\$0	0.0	\$0
Policy Development																								
Regulatory Analyst	\$93,285	1.0	0.85	\$79,282	0.05	\$4,864	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.05	\$4,864	0.05	\$4,864	0.00	\$0	0.0	\$0	0.0	\$0
Policy Advisor	\$88,130	1.0	0.65	\$67,285	0.00	\$0	0.00	\$0	0.25	\$22,033	0.00	\$0	0.00	\$0	0.00	\$0	0.10	\$8,813	0.00	\$0	0.0	\$0	0.0	\$0
Policy Associate	\$79,541	1.0	0.75	\$59,656	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.10	\$7,954	0.15	\$11,931	0.00	\$0	0.0	\$0	0.0	\$0
Transportation Fuels Manager	\$98,081	1.0	0.00	\$0	1.00	\$98,081	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.0	\$0	0.0	\$0
Transportation Fuels Associate	\$76,007	1.0	0.00	\$0	0.75	\$57,005	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.25	\$19,002	0.00	\$0	0.0	\$0	0.0	\$0
Policy Associate	\$27,304	0.3	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.30	\$27,304	0.00	\$0	0.0	\$0	0.0	\$0
Contract / Accounting / Information Technology																								
Controller	\$78,369	0.8	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.80	\$78,369	0.3	\$31,348	0.0	\$0
Contracts Manager	\$49,208	0.6	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.62	\$49,208	0.2	\$18,699	0.0	\$0
Accountant	\$52,469	0.8	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.80	\$52,469	0.3	\$19,938	0.0	\$0
IT Network Administrator	\$95,579	1.0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	0.00	\$0	1.00	\$95,579	0.0	\$0	0.0	\$0
FTE & Funding by Activity	\$1,931,279	20.7	2.66	\$247,732	2.12	\$198,069	2.16	\$204,499	0.93	\$63,360	1.30	\$118,076	1.05	\$90,736	3.06	\$300,064	3.33	\$342,984	4.46	\$365,788	1.4	\$118,439	0.4	\$35,459

Exhibit E: Travel Costs

Titles	Conferences	Personal Mileage	Motor Pool	Out-state Travel	In-state Travel	Int'l Travel	# of Overnights	% Travel	Cell Phone	Reason for Travel
Executive Director's Office										
Director	6	800	5	4	12	2	56	20%	0	economic development; D.C.; national conferences
Associate Director of Operations	1	100	1	2	3		12	4%	0	economic development; national conferences
Associate Director of Programs	3	120	4	2	8		22	8%	0	program management; national conferences
Director, External Relations	2	900	6	2	12		30	11%	1	community events; national conferences
Executive Admin Assistant	1	100	0	1	1		2	1%	0	support director
Communications										
Media Associate	1	200		4	4		8	3%	0	community events
Communications - PIO	4	500	5	2	10		26	9%	1	community events; national conferences
Market Development										
Market Development Manager	10	5000	0	1	25		53	19%	1	Economic development
Sr. Market Development Manager	10	5000	12	3	25		59	21%	1	Economic development
Program Management										
Finance Program Manager	3	540	3	1	6		15	5%	0	program management; national conference
Commercial Energy Efficiency	3	540	3	1	6		15	5%	0	program management; national conference
Greening Government Manager	3	540	3	1	6		15	5%	0	program management; national conference
Energy Efficiency, Distributed Generation	3	540	3	1	6		15	5%	0	program management; national conference
Contracts Manager	1	540	5	10	10		20	7%	0	contract monitoring
Energy Policy Development										
Policy Advisor	3	240	4	3	8		25	9%	0	Transmission conferences, meetings
Regulatory Analyst	3	240	4	3	8		25	9%	0	Stakeholder engagement
Policy Associate	3	240	4	3	8		25	9%	0	Stakeholder engagement
Transportation fuels manager	3	1000	10	4	20		52	19%	1	Stakeholder engagement; D.C. national policy impacts
Transportation fuels associate	3	1000	6	2	12		30	11%	0	Stakeholder engagement
Unit total	66	18140	78	35	190	2	505		5	
Unit cost	\$ 495	\$ 0.90	\$.59	\$ 1,800	\$ 300	\$ 2,000			\$ 624	
Total cost (unit total X unit cost)	\$ 32,670	\$ 9,070	\$ 4,602	\$ 63,000	\$ 57,000	\$ 4,000			\$ 3,120	
Total travel cost										\$ 173,462