

# ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

Timothy V. Corrigan  
District I

Timothy Redmond  
District II

M. Elizabeth Melton  
District III

## Work Session

April 11, 2022

Times listed on the agenda are approximations and may be longer or shorter, or being earlier than scheduled, with no notice. Agendas are subject to change 24 hours before the meeting start time. To ensure you have the most up-to-date information, please check the agenda after 24 hours of its start time.

If you are joining the meeting for a specific item, please join 10 minutes before the item to ensure you are present for the beginning of the item.

All regular meetings are open to the public unless otherwise noted. All meetings will be held in the Routt County Historic Courthouse - 522 Lincoln Avenue, Hearing Room, Steamboat Springs - or otherwise noted.

Join the meeting via our [Zoom Link](#) .

To join by telephone dial 1-346-248-7799

Webinar ID: 851 5180 1592 Password: 44052

**1. 9:30 A.M. COUNTY MANAGER/ LEGAL/ COMMISSIONERS' COMMITTEES UPDATE**

Jay Harrington, County Manager

Erick Knaus, County Attorney

**2. 11:00 A.M. ENVIRONMENTAL HEALTH**

Scott Cowman, Director

**A. 11:00 A.M. SOLAR UNITED NEIGHBORS OVERVIEW AND REQUEST FOR MATCHING FUNDING**

Solar United Neighbors, a vendor-neutral 501(c)3 nonprofit organization, is expanding momentum with the Northwest Colorado Solar Co-op by launching a regional collaboration to serve the residents and small businesses of Routt, Moffat, and Rio Blanco Counties.

Documents:

[BCC AGENDACOMM\\_SOLARUNITEDNEIGHBORS20220406.PDF](#)  
[UPDATED 2022 NORTHWEST SOLAR CO-OP SCOPE OF WORK.PDF](#)  
[FINAL\\_CAP MASTER SPREADSHEET\\_SATP\\_060121.PDF](#)

**3. 11:45 A.M. LUNCH BREAK**

4. 1:00 P.M. HHS BUILDING SITE WALK WITH COMMISSIONERS

5. 1:45 P.M. CSU EXTENSION OFFICE

Todd Hagenbuch, County Director and Agriculture Agent.

**A. TGA ALLOCATED FUNDS**

Discussion on TGA funds allocated for grasshopper spraying subsidies.

6. 2:15 P.M. MEETING ADJOURNED

All programs, services and activities of Routt County are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call the Commissioners Office at (970) 879-0108 to assure that we can meet your needs. Please notify us of your request as soon as possible prior to the scheduled event. Routt County uses the Relay Colorado service. Dial 711 or TDD (970) 870-5444.



# ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

## AGENDA COMMUNICATION FORM

<b>ITEM DATE: 4/11/2022</b>	<b>ITEM TIME: 11:00am – 11:45am</b>
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<b>FROM:</b>	Scott Cowman
<b>TODAY’S DATE:</b>	4/5/2022
<b>AGENDA TITLE:</b>	SOLAR UNITED NEIGHBORS FUNDING REQUEST
<b>CHECK ONE THAT APPLIES TO YOUR ITEM:</b>	
<input type="checkbox"/> ACTION ITEM	
<input type="checkbox"/> DIRECTION	
<input checked="" type="checkbox"/> INFORMATION	
<b>I. DESCRIBE THE REQUEST OR ISSUE:</b>	
Discuss potential matching funding in the amount of \$10K with the City of Steamboat Springs to support launch of the Northwest Solar Co-op.	
<b>II. RECOMMENDED ACTION (<i>motion</i>):</b>	
Information only. If the Board of Commissioners are interested in supporting the Co-op a Supplemental Funding Request will be prepared and submitted to the Board for consideration and approval. The Board may also consider a reduced sum (\$5,000) in support of the Co-op.	
<b>III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):</b>	
<b>PROPOSED REVENUE</b> <i>(if applicable)</i> :	
<b>CURRENT BUDGETED AMOUNT:</b>	
<b>PROPOSED EXPENDITURE: \$10,000</b>	
<b>FUNDING SOURCE: General Funds</b>	
<b>SUPPLEMENTAL BUDGET NEEDED: Yes</b>	
<b>IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):</b>	
Please refer to the attached Scope of Work	
<b>V. BACKGROUND INFORMATION:</b>	
Please refer to the attached Scope of Work	
<b>VI. LEGAL ISSUES:</b>	
None	
<b>VII. Alignment with Planning Efforts and/or Environmental Issues:</b>	
Funding helps support Strategy (ES1) for increasing adoption of renewable energy sources (refer to attached CAP Master Spreadsheet).	
<b>VIII. SUMMARY AND OTHER OPTIONS:</b>	
Information only.	



**ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS**  
**AGENDA COMMUNICATION FORM**

**IX. LIST OF ATTACHMENTS:**

1. Agenda Communication Form
2. Solar United Neighbors Scope of Work
3. Climate Action Plan Master Strategies, Actions, and Tactics spreadsheet.



## 2022 Northwest Solar Co-op

*March 2022 Updated Scope of Work*

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Solar United Neighbors, a vendor-neutral 501(c)3 nonprofit organization, is expanding our momentum with the Northwest Colorado Solar Co-op by launching a regional collaboration to serve the residents and small businesses of Routt, Moffat, and Rio Blanco Counties. This effort will ensure we strive to achieve impactful metrics like our first initiative, the Yampa Valley Solar Co-op, while expanding our impact and partnerships with local municipalities and partners including the City of Steamboat Springs, Routt County, the Craig and Meeker Chambers of Commerce, the Yampa Valley Sustainability Council, Western Colorado Alliance, and more. This collaboration will support additional member recruitment, especially in rural areas, with outreach and educational opportunities tied into the solar co-op and dialogue regarding the ongoing energy transition.

### About Solar Co-ops

A solar co-op is formed when a group of neighbors enters the process of going solar. Typically, the group selects a single contractor to install systems on all the participating homes. Each participant owns their own system and signs their own contract with the installer. By going solar as a group, each participant saves on the cost of their system and gets support from the group throughout the process. The installer chosen by the group can order equipment in bulk and reduce travel and marketing costs, allowing them to pass significant savings on to the participants.

Solar United Neighbors' approach is different than traditional Solarize programs. We focus on participant engagement as opposed to recruitment. We work very closely with the group, educating each participant about solar. We involve them in community outreach, the installer selection process, and the financing process. This gives people a much greater sense of ownership and increases their knowledge and comfort with the process of going solar. We also try to connect participants to opportunities for advocacy or community service after they go solar and help them become part of local renewable energy groups.

Although this labor-intensive process can lead to a smaller group size (though not always), a much higher percentage of our participants go solar (30%) than Solarize programs typically see (5-10%). Additionally, we continue to engage and support our co-op participants after the co-op is over – they are invited to volunteer, join our free listserv, newsletter, and social media groups, and can become a member. As a result, past co-op participants are highly informed and actively engaged in growing renewable energy in their community.

A typical solar co-op costs \$20,000 or more to implement, providing staff and support from our team of experts. During the implementation of the solar co-op, a group of partners and local volunteers are invited to participate in a steering committee, which helps coordinate outreach strategies and ensures smooth implementation of the program.

## **2022 Northwest Solar Co-op: Umbrella Solar Co-op Model Pilot**

The Solar Co-op model has proven its effectiveness with dozens of communities across Colorado who asked to bring forward a local program for their constituents. To support more effective regionalized engagement, we are piloting a program to support an ‘umbrella model’ to allow for multiple municipal partners to participate in one initiative. In addition to saving resources, the intention of this consolidation is to streamline our internal process and give solar installers the ability to leverage more potential projects for their bids.

A municipality or municipalities who have secured funding for a solar co-op will serve as the region’s anchor. SUN’s priority is to deliver the scope of work for this anchor community and, as resources allow, we can incorporate geographically relevant communities who are provided their own scopes of work. The cost to participate in this model will be determined based on equity considerations, the community’s population, in-kind contributions from the municipality, and other factors.

Given the resources required to facilitate a solar co-op program, we look for a capacity commitment from our partners to ensure success in our community outreach and engagement. These strategies can include collaborating on events, facilitating local partnerships, working with the media, providing mailers to residents, deploying signage at strategic locations (e.g., recreation centers, libraries, parks, etc.), pursuing resources to support energy equity, and other tactics.

## **Solar Equity Rebate Pilot Program**

A solar equity rebate serves as a direct pass-through to support disproportionately impacted households in the co-op service area to help address financial barriers. The eligibility requirements and distribution amount(s) will be determined by municipal partners, with a strong preference for municipalities to facilitate eligibility determinations of co-op members. If the equity rebate program is administered by Solar United Neighbors, a 20% administrative fee will apply to the rebate funding raised. Other Colorado solar rebate pilot programs have supported households that earn 80%-100% or less of area median income, who previously participated in energy equity rebate programs (e.g., audits, equipment upgrades), or live in deed-restricted households.

## **The Solar Co-op Process and Deliverables**

### **Phase I: Planning and Launch of Education and Outreach to Recruit Participants**

The first phase of the solar co-op process is outreach to potential co-op participants with the goal of turning people out to an informational seminar and community meetings. This outreach involves hanging fliers, pitching local media, advertising via neighborhood listservs and emails, Facebook invitations, leaving door hangers, and supporting word-of-mouth networking. To make this effort as successful as possible, we also identify and cultivate local partners early in Phase I. We often partner with local governments, schools, churches, nonprofit organizations, and businesses who support solar power and who have strong connections with the community. Partners help us identify dates and locations for info sessions in the community and help with outreach through their networks.

At info sessions, the Solar United Neighbors of Colorado team will explain how the co-op process works, provide a detailed but consumer-friendly overview of residential solar PV, and answer questions. We cover the technology itself, financing options, policy considerations, the installation process, and other topics such as battery storage or net metering as appropriate for local conditions. We will also provide Spanish-translation services in coordination with the city where needed.

After this initial educational meeting, people who are interested in moving forward with the co-op will sign up on the co-op's webpage. Solar United Neighbors' technical staff then completes an initial screening of each participant's roof (or property) via a combination of Google Earth and Bing Maps. We also work with homeowners to ensure we have the most up-to-date information about their property (e.g., a nearby tree has come down) to make our assessment. We perform this screen for several reasons: it ensures that we do not waste the time of homeowners whose property is not a good fit for solar, it ensures that the installer is able to work as efficiently as possible, and it protects homeowners from unscrupulous solar installers who might be tempted to sell them a system for an unsuitable location. We report the findings of our initial assessment to each homeowner and the installer, once selected.

## **1. Phase I Deliverables:**

- 1.1.** Develop informational materials
  - 1.1.1.** Produce a one-page flyer/information sheet for the Northwest Colorado Solar Co-op
  - 1.1.2.** Produce a door hanger to be distributed by volunteers within the community as needed
  - 1.1.3.** Develop a table estimating installation cost and savings based on local rates and incentives
  - 1.1.4.** Develop answers to Frequently Asked Questions covering policy, regulation, incentives, and financing options available to regional residents.
  - 1.1.5.** Develop a web page for the co-op and an online sign-up portal for participants.
  - 1.1.6.** Develop these materials in Spanish as needed
- 1.2.** Identify, cultivate, and provide ongoing coordination for diverse community partnerships to assist with community outreach about the solar co-op
  - 1.2.1.** Invite key partners and volunteer leaders to participate in an ongoing Steering Committee for the duration of the program
- 1.3.** Coordinate with partner organizations to find dates and locations for 2-3 info sessions.
- 1.4.** Coordinate with partner organizations to set a clear timeline for program implementation.
- 1.5.** Coordinate with partner organizations to conduct outreach to the community, including through press and media, events, social media, email listservs/networks, and word-of-mouth.

## **Phase II: Selecting an Installer**

Once at least 20 participants have signed up and passed the roof screening, we issue a Request for Proposals (RFP) from area solar installers. We will reach out to installers through the Colorado Solar and Storage Association and the national Solar Energy Industry Association. We also have a portal on our website where any installation company can sign up to receive RFP announcements. The RFP will ask installers to provide details of their company, equipment, and installation process. They will be asked to provide a single base price that they will offer to the entire group of co-op participants. and detail the "adders" or "upcharges" participants may choose, e.g. for more complex installations or more expensive equipment.

Once we receive bids from installers, we convene a Selection Committee made up of solar co-op participants interested in choosing an installer for the group. We compile a detailed spreadsheet that summarizes and compares each element of each bids received. This helps non-experts to make an informed choice in what can otherwise be a complicated decision. The Selection Committee reviews the bids and the "bid review spreadsheet" and selects an installer to complete all the projects for the group. Some large co-ops may opt to close and open a second one to select more than one installer. Although Solar United Neighbors facilitates the process and answers technical questions, the Selection Committee itself decides which installer to select.

## 2. Phase II Deliverables:

- 2.1. Continue community outreach activities and outreach coordination with partner organizations.
- 2.2. Host one or more in-person information webinars to educate the community and co-op participants about going solar and the co-op process. [Launch event]
- 2.3. Recruit at least 30 co-op participants with suitable roofs/properties for solar.
- 2.4. Provide regular updates to participants to keep everyone engaged and to encourage them to recruit friends and neighbors.
- 2.5. Conduct initial satellite roof screenings for all new participants.
- 2.6. Develop a clear, detailed Request for Proposals (RFP) that reflects the needs, values, and preferences of the co-op participants.
- 2.7. Distribute the RFP to area solar installers through our network, the Solar Energy Industry Association network, and other local channels.
- 2.8. Collect and review all RFP responses, including by performing due diligence and checking installer references.
- 2.9. Compile a bid review spreadsheet that summarizes the bids received into an easy-to-understand format for co-op participants.
- 2.10. Convene a Selection Committee and facilitate the bid selection process.

### **Phase III: Recruiting Additional Participants and Signing Contracts with the Installer**

Once an installer has been selected, we continue to recruit co-op participants for at least one month. During that time, the chosen installer also meets with each participant. They provide an individualized proposal that lists the size and cost of a solar system for each house, with the cost reflecting the pricing put forward in their bid. If participants decide to move forward with the project, they sign an individual contract with the installer to have the system installed.

Solar United Neighbors also helps co-op participants identify and access incentives and financing programs. Our staff is well-versed in incentives and financing options for residential solar, including rebates and tax credits, loans that can be used for solar installations, third-party ownership models (where available), and property assessed clean energy programs (where available). Some of these financing options eliminate the upfront cost of a solar installation, broadening access to working and middle-class families.

In addition to providing direct support to co-op participants, we exhaustively track the installation process and remain engaged in troubleshooting and education throughout the process. Issues arise almost daily related to miscommunication with installers, equipment, permits, interconnection, scheduling, roofing impacts, contracts, insurance, renewable energy credits, and financing.

We collaborate with installers using Salesforce CRM, which allows us to efficiently coordinate visits and track the progress of installations performed for the co-op. We help installers streamline and digitize scheduling, contract signing, and customer relationship management processes—drastically increasing installer’s capacity. This allows the Selection Committee to pick the best installer for the job, regardless of their size.

## 3. Phase III Deliverables:

- 3.1. Continue community outreach activities and outreach coordination with partner organizations, ensuring we maximize interest before the sign-up deadline.
- 3.2. **Recruit 100 solar co-op participants across the counties of Routt, Moffat, and Rio Blanco**
- 3.3. Host one or more information session webinars to educate the community and co-op participants about going solar and the co-op process.

- 3.4. Continue to provide regular updates to participants.
- 3.5. Continue to provide satellite roof screenings for new participants.
- 3.6. Facilitate weekly calls with installers to get progress updates, discuss problems or concerns, and identify common participant questions to address in our weekly email update.
- 3.7. Support people from proposal to signed contract by following up regularly, answering questions, and trouble-shooting.
- 3.8. Reach out to participants who have not scheduled site visits.

**Phase IV: Post Installation Follow Up**

Once the system is installed, we continue to engage with participants. We bring them into our existing state networks and connect them to ongoing policy advocacy efforts, including legislation and regulatory cases.

**4. Phase IV Deliverables:**

- 4.1. Assist at least 25 solar co-op participants through the contracting process
- 4.2. Troubleshoot any issues that arise post-installation with participants, especially interconnection and billing issues.
- 4.3. Conduct spot inspections on a few installations to support quality control.
- 4.4. Coordinate with partner organizations to host a party to celebrate the community’s new solar installations. Invite all co-op participants, the installer’s team, and local media.
- 4.5. Connect participants with other local partners and a growing network of solar supporters.

**Program Budget**

2022 Northwest Solar Co-op	
Routt County (2022 Budget)	\$10,000
City of Steamboat Springs (2022 budget)	\$5,000
<u>City of Steamboat Springs (2021 budget carryover)</u>	<u>\$5,000</u>
	<b>\$20,000</b>
Solar Equity Rebate Pilot Program	
<u>TBD</u>	<u>\$5,000</u>
	<b>\$5,000</b>
	 <b>Program Total: \$25,000</b>

Strategy (i.e., Intent)	Impact	Actions	Priority	Complexity	Tactics for Implementation
ES1. Increase adoption of renewable or other clean energy and fuel sources.	Strategy ES1 is estimated to reduce community-wide emissions by 1% by 2030 and 3% by 2050.	ES1 A1: Reduce barriers to deployment of renewables (solar, wind, other) through review and modification of codes and policies, and tracking and implementation of state and federal support mechanisms.	High	Medium	ES1 A1 T1. Identify barriers (infrastructure, financing, code, policy, etc.) for deployment of renewable energy;
					ES1 A1 T2. Review and modify codes and policies to reduce barriers for deployment of renewables;
					ES1 A1 T3. Track and communicate state and federal regulations that reduce barriers for deployment.
		ES1 A2: Ensure that the County, the City, and the Towns across Routt County lead by example powering buildings with renewable energy.	Medium	Medium	ES1 A2 T1. Identify renewable energy projects on County and municipality facilities;
					ES1 A2 T2. Secure funding for projects;
					ES1 A2 T4. Communicate and educate the public about renewable energy opportunities in commercial buildings;
					ES1 A2 T3. Track renewable energy production.
		ES1 A3: Become a solar-ready, renewable gas-ready, and/or renewable-ready community as per existing programs such as SolSmart.	Medium	Medium	ES1 A3 T1. Review existing programs to become renewable energy ready;
					ES1 A3 T2. Adopt renewable energy ready programs that are the best fit for the community;
					ES1 A3 T3. Implement steps to become renewable energy-ready as outlined in the adopted program;
					ES1 A3 T4. Track and communicate efforts to become a renewable energy community.
		ES1 A4: Create incentive programs to support the development of renewable energy and related infrastructure.	Medium	Low	ES1 A4 T1. Identify partners at the state and local level that could help support rebate and incentive programs.;
					ES1 A4 T2. Work with partners to develop rebate and incentive program with federal, state and local support;
					ES1 A4 T3. Track and communicate rebate and incentive opportunities to the community.
ES1 A5: Prepare and adopt community and/or county plans that include a comprehensive programmatic and policy approach to shift the community towards alternative fuels and renewable energy sources.	High	Medium	ES1 A5 T1. Prepare and adopt a community plan that shifts the community toward renewable energy and alternative fuels;		
			ES1 A5 T2. Review and modify policies and codes that will support goals of the community plan.		
ES1 A6: Develop or support renewable energy projects that benefit the whole county (e.g., community solar, etc.).	High	Medium	ES1 A6 T1. Work with local utilities, community stakeholders and potential funding partners to develop new renewable energy projects; support the development of renewable energy projects with technical, financial and/or outreach support;		
			ES1 A6 T2. Support current renewable energy projects with technical, financial and/or outreach support.		
			ES1 A6 T3. Support utility provider transition to green energy.		
ES1 A7: Create and implement a Renewable Energy Mitigation Program.	Medium	Medium	ES1 A7 T1. Create and adopt a renewable energy mitigation program at the County;		
			ES1 A7 T2. Implement a REMP program through the County Building Department and support energy efficiency and renewable energy programs with the proceeds.		
ES1 A8: Partner with the federal and state government to advance clean energy.	Medium	Low	ES1 A8 T1. Develop a policy platform to identify state and federal policy to support;		
			ES1 A8 T2. Track state and federal regulation and create opportunities for community engagement in support.		
ES2. Increase energy efficiency.	Strategy ES2 is estimated to reduce community-wide emissions by 2% by 2030 and 3% by 2050.	ES2 A1: Adopt and implements a strategic action plan to improve the energy efficiency of residential and commercial buildings and industrial processes in the community.	High	Medium	ES2 A1 T1. Prepare and adopt a strategic action plan to improve energy efficiency;
					ES2 A1 T2. Review and modify policies and codes that will support goals of the strategic action plan to improve energy efficiency.
					ES2 A1 T3. Implement the strategic plan with large energy consumers as case studies to highlight and showcase beneficial outcomes of implementing the plan.
		ES2 A2: Adopt an energy use information disclosure ordinance requiring energy users to disclose consumption levels (targeted to sector, building size, or other criteria).	Medium	Medium	ES2 A2 T1. Review and modify codes to require energy use information disclosure ordinance requiring energy users to disclose consumption levels (can be targeted to sector, building size, or other criteria).
					ES2 A2 T2. Work with community partners and businesses to educate about these changes in codes.
		ES2 A3: Adopt or upgrade codes and policies to ensure that new and renovated buildings are more energy efficient.	Medium	Medium	ES2 A3 T1. Review and modify codes to ensure that new and renovated buildings are more energy efficient;
					ES2 A3 T2. Work with community partners and businesses to educate about these changes in codes.
		ES2 A4: Create an education and outreach campaign or challenge to engage various target audiences in energy efficiency efforts.	High	Low	ES2 A4 T1. Create an education and outreach campaign for residential and multi-unit housing to engage homeowners and renters in energy efficiency;
					ES2 A4 T2. Create an education and outreach campaign for commercial property owners to improve energy efficiency;
					ES2 A4 T3. Create an education and outreach campaign for industrial users and processes to improve energy efficiency.
ES2 A5: Ensure that the County, the City, and the Towns across Routt County lead by example	High	Medium	ES1 A5 T1. Conduct building energy audits and identify energy efficiency projects on County and municipality facilities;		

	2030 and 3% by 2050.	ES2 A5: Ensure that the County, the City, and the Towns across Routt County lead by example.	High	Medium	ES1 A5 T2: Adopt policies requiring all new public buildings to meet LEED Certification or other nationally recognized green building certification programs; ES1 A5 T3: Secure funding for projects; ES1 A5 T4: Track and communicate energy efficiency projects and energy use and emissions reductions; ES1 A5 T5: Update facility plans.
		ES2 A6: Expand energy audit and energy commissioning programs and access to these programs.	Medium	Medium	ES2 A6 T1. Work with local utilities, municipalities, and community partners to review available energy audit and commissioning programs; identify ways to expand these programs and fund them. ES2 A6 T2. Develop an education and outreach strategy to highlight sustainability, cost savings, and available programming for auditing and commissioning. ES2 A6 T3. Provide technical assistance to property owners to support implementation of energy efficiency strategies identified in the audit process.
		ES2 A7: Create incentives for businesses, lessors, homeowners, and renters to improve the energy efficiency of their existing buildings and homes.	Medium	High	ES2 A7 T1. Identify partners at the state and local level that could help support rebate and incentive programs; ES2 A7 T2. Work with partners to develop rebate and incentive program with federal, state and local support; ES2 A7 T3. Track and communicate rebate and incentive opportunities to the community.
ES3: Promote fuel switching (i.e. electrification).	Strategy ES3 is estimated to reduce community-wide emissions by 1% by 2030 and 10% by 2050.	ES3 A1: Develop and implement fuel switching programs.	Medium	High	ES3 A1 T1. Work with local utilities, municipalities and community partners to develop fuel switching programs. Identify pilot programs and partnerships to increase fuel switching.
		ES3 A2: Carry out education and outreach surrounding the benefits of and promoting electrification.	Medium	Low	ES3 A2 T1. Develop an education and outreach strategy to highlight the sustainability, cost savings, and available programming to support fuel switching. ES3 A2 T2. Provide technical assistance to property owners regarding beneficial electrification costs, processes, and outcomes. ES3 A2 T3. Review and adopt codes to support beneficial electrification.

**GHG Emission Reduction Strategies and Actions**

Sector	Strategy (i.e., Intent)	Actions	Priority	Complexity	Tactics for Implementation
Transportation	TS1. Improve safe and equitable multimodal access throughout each community to reduce Vehicle Miles Traveled VMT.	TS1 A1: Expand and improve the bike/pedestrian infrastructure and systems throughout the County with a focus on infrastructure that will support a reduction in vehicle miles traveled.	High	Medium	TS1 A1 T1. Develop multi-modal transportation plans to prioritize pedestrian and bike infrastructure development while considering equity and accessibility;
					TS1 A1 T2. Adopt a complete streets policy that addresses all users, applies to all projects with limited exceptions, and includes specific next steps for implementation;
					TS1 A1 T3. Identify, develop, and implement projects that increase bike/ped infrastructure;
					TS1 A1 T4. Review and update development codes to require bicycle and pedestrian infrastructure;
					TS1 A1 T5. Ensure compliance of new projects with codes and standards that create complete streets;
					TS1 A1 T6. Ensure amenities (e.g., bike racks, benches) are available to support bicycle and pedestrian use.
		TS1 A2: Increase local transit services in Steamboat Springs.	High	Medium	TS1 A2 T1. Secure dedicated funding for local transit;
					TS1 A2 T2. Identify partnerships and collaborations;
					TS1 A2 T3. Plan transit service that utilizes available funding and infrastructure;
	TS1 A3: Increase regional transit services throughout the area.	Medium	High	TS1 A2 T4. Carry out feasibility studies to identify new local transit options;	
				TS1 A2 T5. Improve bus infrastructure (e.g., bus stops, bus lanes) which improve visibility and efficiency of transit;	
				TS1 A2 T6. Conduct education and outreach, including highlighting affordability of transit compared to SOV and the environmental benefits of transit;	
				TS1 A2 T7. Improve transit quality and experience.	
				TS1 A3 T1. Identify partnerships and collaborations;	
				TS1 A3 T2. Research Regional Transportation Authority options;	
				TS1 A3 T3. Identify or create organization to carry out regional transit;	
	TS2. Increase adoption of electric vehicles such that 20% of registered vehicles in Routt County are EVs by 2030 and 95% are Evs by 2050.	TS2 A1: Adopt plans, policies, and codes to support the transition to electric vehicles or other clean power vehicles.	High	Low	TS1 A3 T4. Plan transit service that utilizes available funding and infrastructure;
					TS1 A3 T5. Secure dedicated funding for regional transit;
					TS1 A3 T6. Improve bus infrastructure (bus stops, bus lanes) which improve visibility and efficiency of transit;
TS1 A3 T7. Conduct education and outreach, including highlighting the affordability of transit compared to single occupancy vehicles.					
TS2 A1 T1. Develop, adopt, and implement Electric Vehicle Readiness Plans for communities and the county;					
TS2 A1 T2. Identify barriers to residential, workplace, and commercial charging in each community and across the county and modify codes in order to remove identified barriers;					
TS2 A2: Increase EV charging infrastructure (community, workplace, residential, commercial).		Medium	Low	TS2 A1 T3. Review model EV codes and adopt building codes which require installation of wiring/conduit and/or charging infrastructure to enable future EV charging installation in all new residential, multi-family, and commercial construction;	
				TS2 A1 T4. Integrate EV planning into other relevant County and community plans;	
				TS2 A1 T5. Establish minimum requirements and/or incentives to promote designated EV parking for new and renovated construction;	
				TS2 A1 T6. Adopt code incentives such as fee reductions and/or permitting priority to support private investment in chargers.	
TS2 A3: Develop and disseminate education and outreach to support EV adoption.	High	Medium	TS2 A2 T1. Develop a workplace charging program to facilitate charger integration for local agencies, businesses, education providers, medical centers, cultural centers, and recreation centers;		
			TS2 A2 T2. Install Level 2 chargers near destinations with mid-range dwell times with the goal of providing one level 2 charger for every 12 registered electric vehicles;		
			TS2 A2 T3. Install one or more Level 3 chargers in each community along the Highway 40 corridor;		
			TS2 A2 T4. Support the adoption of mixed-level charging near multi-family or affordable housing to support both overnight and quick charge options;		
			TS2 A2 T5. Facilitate and/or incentivize EV charger deployment at high-traffic areas such as state parks, airports, community centers, libraries, park-and-rides, ski resorts, the fairgrounds and other locations utilizing dwell time and siting criteria.		
TS2 A4: Promote fleet transition to electric or other clean energy vehicles.	Medium	High	TS2 A2 T6. Combine EV charging with solar where possible to reduce carbon footprint and enhance charging for short-range EVs.		
			TS2 A2 T7. Identify existing incentives, create new incentives, and promote incentives for installing EV charging infrastructure.		
			TS2 A3 T1. Carry out education and outreach to the general public around EV basics, cost effectiveness, environmental benefits, models available, batteries, winter operation, and other topics to stimulate EV adoption;		
					TS2 A3 T2. Develop and implement an EV education and outreach program focused on workplaces;
					TS2 A3 T3. Carry out education and outreach to stimulate EV infrastructure development, especially for multi-family and residential charging;
					TS2 A3 T4. Host Ride-and-Drive events to stimulate interest and understanding of EVs;
					TS2 A3 T5. Provide education and outreach information in multiple languages.
					TS2 A4 T1. Perform fleet analysis and develop plans for fleet transitions to clean energy vehicles for municipal, county, school district, and private fleets;
					TS2 A4 T2. Carry out a fleet vehicle sizing needs assessment to identify needed vehicle characteristics and compare to available clean energy models;

		to electric or other clean energy vehicles.	medium	high	
					TS2 A4 T3. Identify opportunities to replace conventional school buses with low or no emitting school buses;
					TS2 A4 T4. Carry out demonstration projects to show clean energy mid-and heavy-duty fleet vehicle feasibility;
					TS2 A4 T5. Provide or facilitate incentives and grants for fleet conversions and/or charging/fueling stations;
					TS2 A4 T6. Carry out education and outreach on fleet planning and transition to fleet owners and managers.
TS3. Reduce single occupancy vehicle travel.	Strategy TS3 does not have an estimated emissions impact; the impact is reflected in other transportation strategies.	TS3 A1: Encourage the public to make behavior changes to reduce single occupancy VMT.	Low	Low	TS3 A1 T1. Promote E-bikes in lieu of gas-powered vehicles and support equitable E-bike adoption;
					TS3 A1 T2. Develop education and outreach campaigns to encourage and sustain behavior change, including walking, biking, using transit, anti-idling, and proper vehicle maintenance;
					TS3 A1 T3. Ensure tourists are aware of, and are encouraged to use, alternative transportation options available in the community;
		TS3 A1 T4. Create programs and incentives for community-wide ride sharing;			
		TS3 A1 T5. Create an EV car share and/or community bike share program.			
		TS3 A1 T6. Review existing plans to identify potential incentives and disincentives to support behavior change to reduce VMT.			
	TS3 A2: Develop a regional approach to employee and visitor shuttles and transportation services.	Medium	High	TS3 A2 T1. Identify current providers, assess services provided, and explore potential partnerships and collaborations;	
				TS3 A2 T2. Consider employee and visitor shuttles and transportation services within the context of an RTA;	
				TS3 A2 T3. Host annual meetings of stakeholders, transportation providers, and others to enhance shared understanding and nurture partnerships and collaborations;	
TS3 A2 T4. Create an education and outreach campaign to promote regional services for visitors and employees.					
TS3 A3: Encourage and increase work from home.	Low	Low	TS3 A3 T1. Work with YVEA to support the cooperative's efforts to expand broadband access Countywide;		
			TS3 A3 T2. Encourage greater use of telecommuting within the County;		
			TS3 A3 T3. Carry out an education campaign promoting teleworking.		
TS4. Engage in statewide discussions and policy work.	Strategy TS4 does not have an estimated emissions impact; the impact is reflected in other transportation strategies.	TS4 A1: Advocate for Routt County and NW Colorado.	Low	Low	TS4 A1 T1. Actively participate in regional and statewide groups (TPR, CAST, CASTA, CML, CCI, NWCCOG, etc.) to advocate for Routt County and NW Colorado;
					TS4 A1 T2. Regularly communicate with relevant officials in state, federal, and regional transportation agencies;
					TS4 A1 T3. Participate in discussions regarding transition of rail system.
	TS4 A2: Support tax questions which would provide additional transportation funding to our	Low	Low	Low	TS4 A2 T1. Educate elected officials and community members about proposed tax initiatives;
					TS4 A2 T2. Review and provide feedback to state agencies and organizations regarding proposed initiatives;
TS4 A2 T3. Carry out education and outreach around initiatives which provide additional transportation funding.					

**GHG Emission Reduction Strategies and Actions**

Sector	Strategy (i.e., Intent)	Actions	Priority	Complexity	Tactics for Implementation	
Waste	WS1: Reduce the amount of solid waste disposed of in the landfill.	Strategy WS1 is estimated to reduce community-wide emissions by 2% by 2030 and 9% by 2050.	High	Low	WS1 A1 T1: Identify a stakeholder group to meet on a regular basis;	
					WS1 A1 T2: Identify or update short and long-term strategies and goals with a focus on developing the appropriate infrastructure;	
					WS1 A1 T3: Update the plan and present to local officials on the status and for approval on an annual basis.	
			High	Medium	WS1 A2: Develop or expand community-wide organics recycling programs, infrastructure and facilities. Work towards making composting equally accessible	WS1 A1 T4: Implement identified strategies for waste diversion (e.g., curbside recycling, organics recovery, business waste diversion, C&D, transfer station, education & events).
						WS1 A2 T1: Develop plans (or update WSP) to support local organics recycling facilities and access to composting for low income households;
						WS1 A2 T2: Implement strategies from the WSP for organics recycling, ensuring compliance with all applicable regulations;
						WS1 A2 T3: Integrate organics recycling throughout the county by supporting the development of local programs and facilities;
			High	Medium	WS1 A3: Incentivize and encourage local government and businesses to develop, adopt and implement waste management plans that	WS1 A2 T4: Develop programs to incentivize and assist local businesses (e.g., restaurants) to implement organics recycling programs;
						WS1 A2 T5: Create outreach and education programs that include working with schools.
						WS1 A3 T1: Create templates for business and organizational waste management plans;
			Medium	High	WS1 A4: Adopt specific programs, policies, and codes to limit or eliminate the availability of certain products that will significantly advance progress towards waste	WS1 A3 T2: Identify barriers and areas needed for support;
						WS1 A3 T3: Identify policy and incentive options;
						WS1 A3 T4: Develop and implement outreach and educations programs;
						WS1 A3 T5: Provide leadership through the County and municipalities by developing agency waste management plans.
						WS1 A4 T1: Identify product ban or fee opportunities from stakeholder input, surveys, and research of other communities;
			High	High	WS1 A5: Develop a county-wide approach to waste management, data collection, and reporting.	WS1 A4 T2: Identify community and local/state government support for specific product bans and/or fees;
						WS1 A4 T3: Develop proposals and programs to deter use of specific products either through the use of bans of the application of fees;
						WS1 A4 T4: Attain local government support (ordinances);
	WS1 A4 T5: Implement plans and develop and launch education and outreach programs and continue to identify new opportunities.					
	Medium	Medium	WS1 A6: Develop or participate in a regional coalition that enhances the community's ability to address waste	WS1 A5 T1: Conduct a county-wide waste study to determine material volume and fate;		
				WS1 A5 T2: Develop a county-wide solid waste management plan based on data from the study to increase waste diversion and efficiencies;		
				WS1 A5 T3: Investigate and propose a county-wide hauler licensing program and consider single-hauler contracts throughout the county;		
WS1 A5 T4: Investigate the development of a Solid Waste Authority.						
Medium	High	WS1 A7: Develop a construction and demolition diversion program.	WS1 A6 T1: Develop a framework for collaboration between haulers, towns, and nearby counties;			
			WS1 A6 T2: Set up schedule for ongoing meetings with regional partners;			
			WS1 A6 T3: Identify areas where collaboration is beneficial;			
			WS1 A6 T4: Implement regional collaborative efforts.			
			WS1 A7 T1: Research opportunities, needs, and gaps;			
			WS1 A7 T2: Research end markets;			
High	Low	WS1 A8: Create a public education campaign or focused outreach effort to inform residents and businesses of their roles in achieving waste	WS1 A7 T3: Develop partnerships;			
			WS1 A7 T4: Develop model program;			
			WS1 A7 T5: Identify regulatory framework and create model code;			
			WS1 A7 T6: Identify and implement incentives;			
High	Low	WS2 A1: Adopt zero waste policies and incentivize zero-waste for events and facilities.	WS1 A7 T7: Conduct education and outreach.			
			WS1 A8 T1: Create partnerships around education and outreach;			
			WS1 A8 T2: Develop content, consistent messaging, imagery, and infrastructure to ensure all residents and visitors understand how waste is managed in the community and how to properly divert their waste;			
High	Low	WS2 A1: Adopt zero waste policies and incentivize zero-waste for events and facilities.	WS1 A8 T3: Develop an implementation strategy (consider community based social marketing);			
			WS1 A8 T4: Secure ongoing funding.			
High	Low	WS2 A1: Adopt zero waste policies and incentivize zero-waste for events and facilities.	WS2 A1 T1: Develop the capacity for zero-waste services either through collaborations, partnerships, program development, or new business formation.			
			WS2 A1 T2: Develop policies to support end goal and pass new rules at the local and county level;			
			WS2 A1 T3: Develop incentives for participation and consider recognition programs for business;			

	WS2: Increase diversion.	Strategy WS2 does not have an estimated emissions impact; the impact is reflected in other waste strategies.	zero-waste for events and facilities.	High	Low	WS2 A1 T4: Develop a Zero-Waste Plan for events and facilities;
						WS2 A1 T5: Identify and attain needed infrastructure for zero waste events & facilities;
						WS2 A1 T6: Develop a system to ensure oversight at events;
					WS2 A1 T7: Work with the compost facility to identify preferred zero waste products and ensure events are using those products.	
			WS2 A2: Ensure that residents, businesses, and organizations have access to affordable recycling in order to reduce their waste footprint.	High	High	WS2 A2 T1: Research diversion options, including curbside, single stream and source separation, composting, multifamily, transfer station, drop off locations and recycling events;
		WS2 A2 T2: Identify opportunities, needs, and gaps;				
		WS2 A2 T3: Create partnerships;				
		WS2 A2 T4: Create model code;				
		WS2 A2 T5: Develop necessary infrastructure to support selected recycling program;				
				WS2 A2 T6: Increase opportunities to recycle & properly dispose of hard-to-recycle and household hazardous waste items in the County.		
		WS2 A3: Perform a comprehensive recycling study and develop specific plans for community recycling.	High	Medium	WS2 A3 T1: Research other communities and their programs, plans, and studies;	
					WS2 A3 T2: Identify recycling opportunities, needs, and gaps and create a comprehensive recycling plan;	
					WS2 A3 T3: Audit waste streams to identify and track contamination and volume of recyclable materials;	
	WS2 A3 T4: Track progress over time (including GHG reductions).					
WS3: Support waste reduction initiatives at the state level.	Strategy WS3 does not have an estimated emissions impact; the impact is reflected in other waste strategies.	WS3 A1: Engage in collaborative efforts to develop, promote, and support legislation that reduces waste and increases diversion.	High	Low	WS3 A1 T1: Track and follow state direction and tactics;	
					WS3 A1 T2: Support relevant bills;	
					WS3 A1 T3: Participate in stakeholder processes with CDPHE and Recycle Colorado;	
					WS3 A1 T4: Coordinate with local producers;	
					WS3 A1 T5: Develop advocacy and position statements that may be relevant to local businesses and organizations.	

**GHG Emission Reduction Strategies and Actions**

Sector	Strategy (i.e., Intent)	Actions	Priority	Complexity	Tactics for Implementation
LUS1. Promote land management practices that increase carbon sequestration and storage across forests, wetlands, riparian corridors, and agricultural lands/rangelands and preserve carbon sinks, especially forests and wetlands, and designate future land uses to maximize carbon sequestration.	LUS1 A1: Implement specific natural climate solutions for wetlands and riparian corridors within the County.	High	High	LUS1 A1 T1: Create partnerships and collaborations;	
				LUS1 A1 T2: Secure funding;	
				LUS1 A1 T3: Carry out wetlands and riparian inventories; identify restoration opportunities and prioritize; carry out restoration feasibility studies; education and outreach; carry out wetlands and riparian corridor projects. Support and implement natural climate solutions to lands within the County;	
				LUS1 A1 T4: Maintain and monitor projects once complete.	
	LUS1 A2: Work to implement specific natural climate solutions for croplands and rangelands within the County.	Medium	High	LUS1 A2 T1: Create partnerships and collaborations with land owners, producers, and other stakeholders;	
				LUS1 A2 T2: Secure funding;	
				LUS1 A2 T3: Create partnerships and collaborations with land owners, producers, and other stakeholders; research to identify soil management activities that are appropriate for this region that are carbon mitigating; inventory and assess lands which fall into carbon mitigating soil management activities in the region; prioritize soil mitigation needs and actions; carry out feasibility studies; carry out projects; conduct education and outreach;	
				LUS1 A2 T4: Encourage owners of working lands to conserve their properties in perpetuity;	
				LUS1 A2 T5: Develop financing strategies or incentives to conserve working lands and support ongoing conservation efforts; conduct education and outreach.	
				LUS1 A2 T6. Connect landowners to technical assistance to support implementation of natural climate solutions.	
	LUS1 A3: Protect and enhance wetlands and riparian corridors.	High	Low	LUS1 A3 T1: Develop model code (i.e., adopt land use regulations that establish or update appropriate wetland, stream, and shoreline buffer widths and adjacent land uses) for wetlands and riparian corridor protection at the local level;	
				LUS1 A3 T2: Adopt "no net loss of wetlands" policies;	
LUS1 A3 T3: Create incentives for wetlands and riparian protection and restoration;					
LUS1 A3 T4: Inventory wetlands; monitor wetlands for quality and change.					

Land Use

	LUS1 A4: Work to implement specific natural climate solutions for forests within the County.	Medium	High	LUS1 A4 T1: Inventory and assess forest health; develop partnerships and collaborations which cross land ownership boundaries; LUS1 A4 T2: Create and support programs and projects which result in healthy, robust forest communities; coordinate and integrate planning for surrounding forests that cross land ownership boundaries; conduct education and outreach; conduct monitoring and reporting. LUS1 A4 T3: Collaborate with USFS, CSFS, and private landowners to implement natural climate solutions on forested lands.
	LUS1 A5: Integrate green infrastructure concepts and improvements that promote carbon mitigation.	High	Medium	LUS1 A5 T1: Create and implement model code, standards, policies, and procedures to integrate green infrastructure concepts and improvements that promote carbon mitigation; LUS1 A5 T2: Create and/or expand street tree programs, including inventories of green space and street trees in municipalities; develop a plan to maintain current green spaces and street trees; identify opportunities to add additional urban green spaces and street trees; develop programs and procedures to review and improve tree preservation, landscaping, and revegetation standards; conduct education and outreach.
LUS2. Increase and support cross-boundary efforts to conserve and maintain natural lands and to promote resiliency across the landscape within the County.	LUS2 A1: Protect natural resources that promote carbon mitigation.	High	Medium	LUS2 A1 T1: Review landscape standards within existing development codes; create model landscape standards, tree preservation standards, and revegetation standards to benefit carbon mitigation and ensure that those appropriate to the region are prioritized.
				LUS2 A1 T2: Develop a plan to protect and restore natural resources through land conservation, corridor connectivity, and restoration of biological integrity and location; develop partnerships and collaborations; conduct education and outreach;
				LUS2 A1 T3: Enhance land use strategies to incentivize permanent land conservation; restore, maintain, and monitor conserved natural lands to increase natural resource resilience, adaptability, and biological integrity; develop financing and funding strategies to acquire land or development easements or to fund restoration and maintenance activities.
	LUS2 A2: Encourage and facilitate private landowner and public agency participation in landscape scale treatments that promote a resilient and healthy forest condition in Routt County.	High	High	LUS2 A2 T1: Encourage cross boundary treatments through tools such as the Good Neighbor Authority;
				LUS2 A2 T2: Support educational efforts to inform both the public and public officials on fire mitigation and fire use;
				LUS2 A2 T3: Work with the Routt County Wildfire Mitigation Council and utilize the council as a focal point for providing public information, public feedback, and other critical information;
				LUS2 A2 T4: Support prescribed fire as one component of a suite of tools available to create landscape resiliency (mostly in shrub/sage/grass types); LUS2 A2 T5: Support and facilitate prescribed fire for pile burning in coordination with local fire districts, the County OEM, and APCD; LUS2 A2 T6: Support local forest product companies through policy, tax incentives, and zoning; LUS2 A2 T7: Support existing and develop new reforestation approaches.
LUS2 A3: Expand the acquisition of open spaces and the use of conservation easements to preserve natural landscapes and the County's agricultural heritage.	Medium	High	LUS2 A3 T1: Identify the need for, prioritize, and develop a plan for acquisition of recreational open space and conservation of natural landscapes.	
			LUS2 A3 T2: Develop partnership with private land owners to support conservation of natural landscapes.	
			LUS2 A3 T3: Work collaboratively to acquire private open space from willing property owners.	
LUS3: Promote water conservation measures and reduce energy consumed in water production, distribution, and waste water treatment.	LUS3 A1: Enhance regional water and energy conservation.	High	Low	LUS3 A1 T1: Implement existing water conservation master plans and develop new water conservation master plans for areas not covered under existing plans.
				LUS3 A1 T2: Enhance policies and education programs aimed at increasing residential, commercial, and municipal water conservation across all sectors of the community;
				LUS3 A1 T3: Identify and enact leadership opportunities; develop or enhance incentive programs; review code to identify water and energy conservation opportunities; develop and implement model codes to enhance regional water and energy conservation; develop partnerships and collaborations.

water production, distribution, and waste water treatment.	LUS3 A2: Improve water and waste water infrastructure to reduce water and energy use using nature-based solutions.	Medium	Low	LUS3 A2 T1: Inventory and assess infrastructure; research nature based solutions to water and energy efficiency in water and waste water infrastructure; identify options for implementation.
				LUS3 A2 T2: Secure funding; create and enhance incentives; plan projects; implement projects.
LUS4: Promote compact development patterns to achieve more sustainable development and preserve natural land use types.	LUS4 A1: Enhance policies, guidelines, and incentives for Smart Growth and compact development.	High	Medium	LUS4 A1 T1: Integrate Smart Growth and compact development policies into community comprehensive plans; identify priority areas for compact development in future land use plans.
				LUS4 A1 T2: Prioritize local infrastructure improvements to revitalize redevelopment and spur private investment in targeted areas; enhance development review policies and procedures to more comprehensively consider implications for sustainability.
				LUS4 A1 T3: Educate community members, developers, elected officials, and others on benefits of compact development design and Smart Growth principles.
	LUS4 A2: Update development and zoning	High	Medium	LUS4 A2 T1: Adopt zoning and regulatory standards to increase residential and employment densities in areas identified for compact development.

**GHG Emission Reduction Strategies and Actions**

Sector	Strategy (i.e., Intent)	Actions	Priority	Complexity	Tactics for Implementation
Emission	ECS1: Consume goods with lower embedded carbon emissions.	ECS1 A1: Develop green purchasing programs at government, commercial, and residential levels.	Medium	Low	ECS1 A1 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a green purchasing program;
					ECS1 A1 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
					ECS1 A1 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
					ECS1 A1 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
	ECS1: Consume goods with lower embedded carbon emissions.	ECS1 A2: Expand green and energy certified building stock for government, commercial and residential sectors.	High	High	ECS1 A2 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a green and energy certified building stock program;
					ECS1 A2 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
					ECS1 A2 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
					ECS1 A2 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
	ECS1: Consume goods with lower embedded carbon emissions.	ECS1 A3: Transition to clean power for government, commercial, and residential.	High	High	ECS1 A3 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a transition to green power program;
					ECS1 A3 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
					ECS1 A3 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
					ECS1 A3 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
ECS 2: Develop green markets.	ECS2 A1: Develop and implement economic plans to increase demand for green jobs, technology, products and services.	Medium	High	ECS2 A1 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of economic plans to increase demand for green jobs, technology, products and services.	
				ECS2 A1 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;	
				ECS2 A1 T3: Hire or reassign staff to conduct research, develop program(s) with stakeholder input and support;	

				ECS2 A1 T4: Secure funding and implement plans;
				ECS2 A1 T5: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
ECS3: Expand base industries for regional self-reliance.	ECS3 A1: Institute a buy local, local production, and local consumption program.	Medium	Medium	ECS3 A1 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a buy local, local production, and local consumption program;
				ECS3 A1 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
				ECS3 A1 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
				ECS3 A1 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
	ECS3 A2: Institute a local green industry cluster and business development program.	Medium	High	ECS3 A2 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a local green industry cluster and business development program;
				ECS3 A2 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
				ECS3 A2 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
				ECS3 A2 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
	ECS3 A3: Institute a hire-local campaign.	Low	Low	ECS3 A3 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of hire-local campaign;
				ECS3 A3 T2: Identify and secure short-term funding for program development and implementation, as well as long-term funding for ongoing program operations;
				ECS3 A3 T3: Hire or reassign staff to conduct research, develop, and implement program(s) with stakeholder input and support;
				ECS3 A3 T4: Assess program outcomes with stakeholders to readjust, expand, or end program as needed.
ECS4: Enhance environmental sustainability efforts undertaken by business.	ECS4 A1: Create a business environmental sustainability program.	Medium	Medium	ECS4 A1 T1: Identify lead agency, stakeholders, and secure initial leadership to assist with the development of a business environmental sustainability program;

GHG Emission Reduction Strategies and Actions					
Sector	Strategy (i.e., Intent)	Actions	Priority	Complexity	Tactics for Implementation
Accountability	AS1. Ensure adequate funding for the Climate Action Plan	AS1 A1: Identify and develop funding sources for climate action work.	High	Medium	AS1 A1 T1: Investigate a voluntary County-wide carbon offset program;
					AS1 A1 T2: Investigate the use of REMP funding;
					AS1 A1 T3: Leverage grant funding; develop partnerships and collaboration;
					AS1 A1 T4: Create a long term funding plan.
		AS1 A2: Develop collaborative programs to share resources and jointly fund projects.	High	Low	AS1 A2 T1: Identify potential partners, create a collaborative framework, and establish ground rules;
					AS1 A2 T2: Develop and prioritize a targeted project list;
					AS1 A2 T3: Secure funding commitments and seek outside funding;
		AS1 A3: Partners will allocate annual funding to implement their priority strategies in the CAP.	High	Low	AS1 A3 T1: Identify partners and determine appropriate levels of funding and amount needed for prioritized strategies, actions and tactics;
					AS1 A3 T2: Engage in budget processes;
	AS1 A3 T3: Secure funding commitments.				
	AS2. Establish accountability mechanisms for the CAP.	AS2 A1: Carry out community surveys to collect data relevant to the CAP.	Medium	Low	AS2 A1 T1: Incorporate CAP questions into existing surveys, including support for CAP strategies and support for various actions;
					AS2 A1 T2: Measure the success of education/outreach efforts.
		AS2 A2: Update the GHG inventory every 5 years.	High	Low	AS2 A2 T1: Convene stakeholders;
					AS2 A2 T2: Issue an RFP and select a vendor;
					AS2 A2 T3: Perform the project and publicize the results.
		AS2 A3: Update the Climate Action Plan every five years or as triggers are met.	High	Medium	AS2 A3 T1: Convene the stakeholders to identify and assess potential metrics;
					AS2 A3 T2: Establish a set of 'triggers' for when a new plan should be developed.
		AS2 A4: Establish CAP metrics and report annually on these metrics.	High	High	AS2 A4 T1: Convene stakeholders to identify and assess potential metrics;
					AS2 A4 T2: Select final metrics for tracking;
					AS2 A4 T3: Track and report on metrics annually;
					AS2 A4 T4: Publicize results.
		AS2 A5: Create a mechanism to report CAP progress and outcomes.	High	Medium	AS2 A5 T1: Develop partnerships or collaboration;
					AS2 A5 T2: Identify metrics to measure and track;
					AS2 A5 T3: Identify mechanism for reporting.
					AS2 A5 T4: Publicize progress and outcomes on an annual or more frequent basis.
	AS2 A6: Establish a transparent process for adjusting strategies and targets, as necessary.	Low	Medium	AS2 A6 T1: Convene oversight committee to identify process options;	
				AS2 A6. T2: Select a process and implement it.	
	AS2 A7: Create a collaborative partnership to coordinate CAP implementation efforts.	High	Low	AS2 A7 T1: Promote the CAP and carry out education activities;	
AS2 A7 T2: Determine the collaborative's function;					
AS2 A7 T3: Identify potential partners and invite partners to participate;					
AS2 A7 T4: Set goals for the collaborative and get buy-in;					
AS2 A7 T5: Develop sub-committees within the collaborative;					
AS2 A7 T6: Begin meeting to implement the plans and goals of CAP.					
AS2 A8: Consider the ways that climate action strategies, as well as inaction on climate change, impact all members of the community differently; measure and monitor to ensure that no groups are disproportionately burdened by this work.	Medium	High	AS2 A8 T1: Conduct periodic analysis of implemented actions and their beneficiaries to ensure equity.		
AS3: Align with other community plans.	AS3 A1: Ensure that new and updated community plans integrate the strategies and actions from this Climate Action Plan.	Medium	Medium	AS3 A1 T1: Ensure the County and Towns have the tools and resources needed to implement the CAP within other community plans;	
				AS3 A1 T2: Hold regular meetings between County and municipalities specifically about CAP;	
				AS3 A1 T3: City/County needs to support the incentives and strategies and incorporate them into their work.	
AS4: Carry out educational programs in support of the CAP.	AS4 A1: Work with diverse stakeholders across the County to promote the Climate Action Plan.	High	Medium	AS4 A1 T1: Host educational talks;	
				AS4 A1 T1: Create a communications campaign including flyers, articles in the newspaper, and outreach through websites and social media.	

AS4: Carry out educational programs in support of the CAP.	AS4 A2: Work with diverse stakeholders across the County to implement strategies to educate visitors.	Low	High	AS4 A1 T3: Create a signup for businesses and individuals to make GHG pledges on the website and register projects/progress.
				AS4 A2 T1: Work with lodging and short-term rental purveyors to provide information to their guests.
				AS4 A2 T2: Expand education for visitors and tourists.
	AS4 A3: Analyze the social or actual carbon cost of all climate action and decarbonization opportunities, and clearly communicate the cost of inaction to residents and visitors.	Low	High	AS4 A2 T3: Implement Destination Management programs.
				AS4 A3 T1: Identify which activities should be involved in this effort;
				AS4 A3 T2: Identify expertise to bring to the table, develop a committee of interested people, and get buy-in;
				AS4 A3 T3: Set goals for the group and begin meeting;
	AS4 A4: Ensure that the CAP education and outreach activities are accessible to diverse populations across the County.	High	Medium	AS4 A3 T4: Allocate resources to communication efforts;
				AS4 A3 T5: Communicate through the schools (public, private, and higher education).
	AS4 A5: Develop and/or support educational programs as needed to support all of the strategies and sectors.	High	Medium	AS4 A4 T1: Develop a branded outreach campaign that provides information and education in accessible ways (i.e., diver languages, reading levels, etc.);
				AS4 A4 T2: Work with partners to host events and outreach that are accessible for all community members.
				AS4 A5 T1: Explore and leverage existing outreach and education programs for engaging people and empowering them to take action on climate issues;
				AS4 A5 T2: Leverage existing programs and events in the community and create a partnership with the relevant entities hosting these events and programs;
				AS4 A5 T3: Determine what educational materials/programs are already available and identify missing topic areas/programs;
	AS4 A5 T4: Develop educational materials or programs for what is missing;			
AS4 A5 T5: Create a plan for how to get the materials out to the right community members and how to engage community members in the programs.				