

## **Summary of Climate Action Panel Recommendations**

October 10, 2007

| Greenhouse Gas (GHG) Emissions (millions metric tons of C02 equivalent) |      |       |       |       |       |  |  |
|---|------|-------|-------|-------|-------|--|--|
|   | 1990 | 2000  | 2005  | 2012  | 2020  |  |  |
| Actual/projected GHG emissions  | 86.1 | 109.6 | 116.1 | 132.8 | 147.6 |  |  |
| Projected emissions compared to 2005                                    |      |       |       | +14%  | +32%  |  |  |
| Total GHG reductions from 33 analyzed<br>CAP recommendations            |      |       |       | -10.7 | -41.3 |  |  |
| Projected emissions after above reductions                              |      |       |       | 122.1 | 106.3 |  |  |
| 2020 target recommended by CAP  |      |       |       |       | 92.9  |  |  |
| 2020 target compared to actual/forecast                                 |      |       | -20%  | -30%  | -37%  |  |  |



## **Colorado Emissions**

|                  |  | GHC<br>(I | Reduc | ctions<br>₂e)          | Costs<br>(Savings)                   | Cost-      | Climate                            |  |
|------------------|--|-----------|-------|------------------------|--------------------------------------|------------|------------------------------------|--|
|                  | Policy Recommendation  | 2012      | 2020  | Total<br>2007-<br>2020 | (Million \$) (\$/tCO <sub>2</sub> e) |            | Panel<br>Action                    |  |
| RCI-1            | Expand demand side management programs of all electric and gas utilities, ramped up to reduce energy use by 1% per year by 2013.                     | 0.6       | 5.2   | 24                     | -\$ 853                              | -\$ 32/ton | Unanimous<br>Consent               |  |
| RCI-2            | Revolving loans to reduce energy use in state and local government buildings.  | 0.2       | 0.5   | 3.7                    | -\$ 67                               | -\$ 18/ton | Super<br>Majority<br>(1 objection) |  |
| RCI-3            | Upgrade the state's energy requirements for local<br>building codes every 3 years, and improve<br>enforcement of building codes.                     | 0.3       | 2.7   | 13.0                   | N/A                                  | N/A        | Unanimous<br>Consent               |  |
| RCI-4<br>(total) | Targets and programs for beyond-code reductions in<br>energy use in new government, residential, and<br>commercial buildings.                        | 1.0       | 2.4   | 20.4                   | \$ 1,550                             | \$ 76/ton  | Unanimous<br>Consent               |  |
|                  | Government subtotal:   | 0.4       | 0.6   | 6.0                    | \$ 348                               | \$ 58/ton  |                                    |  |
|                  | Commercial subtotal:   | 0.5       | 1.4   | 11.2                   | \$ 1,219                             | \$ 109/ton |                                    |  |
|                  | Residential subtotal:  | 0.2       | 0.4   | 3.2                    | -\$ 17                               | -\$ 5/ton  |                                    |  |
| RCI-5            | Inverted electricity block rates for all residential and<br>commercial consumers to fund utility energy<br>efficiency programs.                      | 1.6       | 6.7   | 38.2                   | -\$ 1,135                            | -\$ 30/ton | Majority<br>(6 objections)         |  |
| RCI-6            | Low interest loans to fund energy efficiency retrofits for commercial and industrial buildings.  | 0.5       | 1.8   | 11.7                   | -\$ 334                              | -\$ 28/ton | Unanimous<br>Consent               |  |
| RCI-7            | Electricity smart metering with time-of-use rates and<br>in-home or in-office displays for all residential,<br>commercial, and industrial consumers. | 2.0       | 2.6   | 25.4                   | -\$ 844                              | -\$ 33/ton | Unanimous<br>Consent               |  |
| RCI-8            | Tax credits for renewable energy systems in new<br>and existing residential, commercial, and industrial<br>buildings.                                | N/A       | N/A   | N/A                    | N/A                                  | N/A        | Unanimous<br>Consent               |  |
| RCI-9            | Promote commercial and industrial combined heat and power (CHP) systems.   | 0.3       | 1.4   | 8.3                    | -\$ 25                               | -\$ 3/ton  | Unanimous<br>Consent               |  |
| RCI-10           | Statewide program for voluntary GHG reductions by businesses.  | 0.6       | 1.0   | 4.5                    | N/A                                  | N/A        | Unanimous<br>Consent               |  |
| RCI-11           | Inverted electricity block rates for all residential and commercial consumers, recovering only cost of service.                                      | N/A       | N/A   | N/A                    | N/A                                  | N/A        | Unanimous<br>Consent               |  |
|                  | Sector GHG reduction total of <b>9 analyzed policies</b> after adjusting for overlaps among policies   | 3.7       | 15    | 86                     | N/A                                  | N/A        |                                    |  |
|                  | Sector cost-effectiveness total of <b>7 analyzed</b><br><b>policies with cost analysis</b> after adjusting for<br>overlaps among policies            |           |       |                        | -\$ 153                              | -\$ 2 /ton |                                    |  |

## Residential, Commercial & Industrial Policy Recommendations

Note: Negative numbers indicate cost savings.

|       |  | GHG<br>(I   | i Reduc<br>∕MtCO₂ | tions<br>e)            | Costs                                  | Cost-  | Climate                          |
|-------|--|---|-------------------|------------------------|--|--|----------------------------------|
|       | Policy Recommendation  | 2012  | 2020              | Total<br>2007-<br>2020 | (Savings)<br>2007-2020<br>(Million \$) | Effective<br>ness<br>(\$/tCO <sub>2</sub> e) | Action<br>Panel<br>Action        |
| ES-1  | Tax credits and incentives to finance renewable<br>energy generation facilities.   |   | Benefits          | are quan               | tified in policy E                     | S-2.   | Unanimous<br>Consent             |
| ES-2  | Increase renewable portfolio standards to 30% for<br>investor-owned electric utilities and 15% for municipal<br>and co-op utilities, with no more than 85% of<br>renewable energy from centralized wind power. | 1.9   | 4.9               | 34                     | \$ 524                                 | \$ 16/ton                                    | Super Majority<br>(3 objections) |
| ES-3  | Consider adoption of Xcel's clean energy portfolio standard on a state, regional, or national basis.   |   | Non-spe           | ecific polic           | y was not quan                         | tified                                       | Majority<br>(9 objections)       |
| ES-4  | Require all electric utilities to plan cooperatively for<br>electricity transmission infrastructure investments that<br>support renewable resources.   | Ν   | on-quan           | titative pol           | licy proposal an                       | alyzed                                       | Unanimous<br>Consent             |
| ES-5  | Consider applying a price to CO <sub>2</sub> emissions (such as cap and trade or tax) on a state, regional, or national basis.   | Non-specific policy not quantified                                  |                   |                        |  |  | Super Majority<br>(1 objection)  |
| ES-6  | Assess a public benefit charge on all electric utility<br>bills to fund renewable energy programs.   | Policy not quantified   |                   |                        |  |  | Super Majority<br>(3 objections) |
| ES-7  | Adopt structural changes to facilitate large businesses<br>and universities to invest in combined heat and power<br>(CHP) and distributed generation (DG) systems.   | 0.4 1.1 7.3   |                   | 7.3                    | \$ 110                                 | \$ 15/ton                                    | Unanimous<br>Consent             |
| ES-8  | Work with neighboring states to form a regional CO <sub>2</sub> transportation and sequestration collaborative.  | Non-quantitative proposal not quantified                            |                   |                        |  |  | Unanimous<br>Consent             |
| ES-9  | Low interest loans to Colorado companies and<br>universities for research and development of carbon<br>emissions reduction technology, funded at \$100M/yr<br>through surcharge on all electricity bills.      |   | R&                | D benefits             | s not quantified                       |  | Unanimous<br>Consent             |
| ES-10 | Evaluate and, if appropriate, seek funding for<br>advanced fossil fuel generation with carbon capture<br>demonstration project.  |   | Non-s             | pecific po             | licy not quantifi                      | ed   | Unanimous<br>Consent             |
| ES-11 | Statewide mapping & development of small hydro-<br>power, geothermal, and biomass renewable power<br>sources.  | 0.0   | 0.8               | 3.1                    | \$ 123                                 | \$ 40/ton                                    | Unanimous<br>Consent             |
| ES-12 | Review costs and emission reduction potential of<br>nuclear power.   |   | Non-s             | pecific po             | licy not quantifie                     | ed   | Unanimous<br>Consent             |
| ES-13 | Adopt policies to promote a 2% increase in efficiency of existing power generators by 2020.  | Costs not quantified – savings ca. 1 MMtCO <sub>2</sub> /yr by 2020 |                   |                        |  |  | Unanimous<br>Consent             |
| ES-14 | Reduce GHG emissions from oil and gas operations 35% by 2020.  | 0.8   | 2.6               | 16                     | \$ 12                                  | \$ 0.8/ton                                   | Unanimous<br>Consent             |
| ES-15 | Establish a $CO_2$ emissions performance standard of<br>no more than 1,100 lbs $CO_2$ /MWh for new non-<br>peaking power plants and those older than 60 years.   | 0.5   | 2.3               | 13                     | -\$ 14                                 | -\$ 1/ton                                    | Super Majority<br>(5 objections) |

## **Energy Supply Policy Recommendations**

| Believ Pessemmendation  |      | Reduc | tions<br>2e)           | Costs                                  | Cost-                           | Climate                   |
|---|------|-------|------------------------|--|---------------------------------|---------------------------|
| Policy Recommendation   | 2012 | 2020  | Total<br>2007-<br>2020 | (Savings)<br>2007-2020<br>(Million \$) | ness<br>(\$/tCO <sub>2</sub> e) | Action<br>Panel<br>Action |
| Sector totals of <b>6 analyzed policies</b> (including ES-<br>13) after adjusting for overlaps among policies | 3    | 9     | 59                     | N/A                                    | N/A                             |                           |
| Sector totals of <b>5 policies with cost estimates</b> (not including ES-13) after adjusting for overlaps     |      |       |                        | \$ 526                                 | \$ 10/ton                       |                           |

Note: Negative numbers indicate cost savings.

# Transportation and Land Use Policy Recommendations

|       | GHG Reductions<br>(MMtCO <sub>2</sub> e) Costs   |                             |                             |                        |  | Climate  |                        |
|-------|--|-----------------------------|-----------------------------|------------------------|--|--|------------------------|
|       | Policy Recommendation  | 2012                        | 2020                        | Total<br>2007-<br>2020 | (Savings)<br>2007–2020<br>(Million \$) | Cost-<br>Effective-<br>ness<br>(\$/tCO <sub>2</sub> e) | Action Panel<br>Action |
| TLU-1 | Reduce light-duty vehicle miles traveled 2% by 2020 by<br>promoting "smart growth" land use planning and<br>development. Require that GHG emissions be<br>considered in long-range transportation plans by 2010. | 0.08                        | 0.47                        | 2.43                   | Less than<br>\$ 0                      | Less than<br>\$ 0/ton                                  | Unanimous<br>Consent   |
| TLU-2 | Incentives for the purchase of low-GHG vehicles. [An alternative if the TLU-6 clean car standards are not implemented.]  |                             | Quantified as part of TLU-6 |                        |  |  | Unanimous<br>Consent   |
| TLU-3 | Reduce light-duty vehicle miles traveled 6% by 2020 by<br>improving transit service quality and funding expansion<br>of transit infrastructure.  | 0.17                        | 0.97                        | 5.09                   | N/A                                    | N/A  | Unanimous<br>Consent   |
| TLU-4 | Reduce heavy-duty vehicle idling.  | 0.07                        | 0.11                        | 0.91                   | -\$ 131                                | -\$ 144/ton  | Unanimous<br>Consent   |
| TLU-5 | Adopt a low carbon fuels standard that will reduce<br>carbon intensity of passenger vehicle fuels by 10% by<br>2020.   | 0.38                        | 2.21                        | 16.1                   | N/A                                    | N/A  | Unanimous<br>Consent   |
| TLU-6 | Adopt California GHG emission standards for cars and trucks.   | 0.70                        | 3.40                        | 18.8                   | -\$ 1,880                              | -\$ 100/ton  | Unanimous<br>Consent   |
| TLU-7 | Expand transit use marketing and employer-sponsored transit fare programs.   | Quantified as part of TLU-3 |                             |                        | Unanimous<br>Consent                   |  |                        |
| TLU-8 | Move toward basing motor vehicle insurance on the distances vehicles are driven.   | 0.32                        | 0.94                        | 7.19                   | Less than<br>\$ 0                      | Less than<br>\$ 0/ton                                  | Unanimous<br>Consent   |
| TLU-9 | Local parking management programs to encourage<br>alternative travel choices and transit-oriented<br>development.  | 0.03                        | 0.03                        | 0.34                   | -\$ 37                                 | -\$ 110  | Unanimous<br>Consent   |

|        |  | GHC<br>(      | G Reduce<br>MMtCO | ctions<br>₂e)          | Costs<br>(Savings)        | Cost-   | Climate              |
|--------|--|---------------|-------------------|------------------------|---------------------------|---|----------------------|
|        | Policy Recommendation  | 2012          | 2020              | Total<br>2007-<br>2020 | 2007–2020<br>(Million \$) | Effective-<br>ness<br>(\$/tCO <sub>2</sub> e) | Action               |
| TLU-10 | Require employers with more than 100 employees to offer commuter benefits programs.  | 0.42          | 0.45              | 4.77                   | -\$ 1,145                 | -\$ 240/ton                                   | Unanimous<br>Consent |
| TLU-11 | Incorporate vehicle maintenance, operation, and transportation choice GHG reduction information in driver training and education.          | Not quantifie |                   |                        | antified                  |   | Unanimous<br>Consent |
|        | Sector GHG reduction total of <b>8 analyzed policies</b> after adjusting for overlaps among policies                                       | 2.14          | 7.84              | 46.7                   | N/A                       | N/A   |                      |
|        | Sector cost-effectiveness total of <b>4 analyzed policies</b><br><b>with cost estimates</b> after adjusting for overlaps among<br>policies |               |                   |                        | -\$ 3,191                 | -\$ 141/ton                                   |                      |

Note: Negative numbers indicate cost savings.

### Agriculture, Forestry, and Waste Management Policy Recommendations

|       |  | GHC<br>(     | Reduc        | ctions<br>₂e)         | Costs Cost-<br>(Savings) Effective     | Costs Cost-<br>(Sovings) Effective |                      | Climate Action |
|-------|--|--------------|--------------|-----------------------|--|------------------------------------|----------------------|----------------|
|       | Policy Recommendation  | 2012         | 2020         | Total<br>2007<br>2020 | (Savings)<br>2007–2020<br>(Million \$) | ness<br>(\$/tCO <sub>2</sub> e)    | Panel Action         |                |
| AFW-1 | Achieve no-till operation of half of croplands by 2020 and increase nitrogen fertilizer efficiency by 20%.   | 0.57         | 0.78         | 7.7                   | -\$ 57                                 | -\$ 7/ton                          | Unanimous<br>Consent |                |
| AFW-2 | Implement methane capture and energy recovery on manure management projects on 80% of animal feeding operations by 2020.   | 0.01         | 0.32         | 1.8                   | \$ 66                                  | \$ 36/ton                          | Unanimous<br>Consent |                |
| AFW-3 | Reduce on-farm petro-diesel use 20% by 2020, and<br>reduce electricity use from fossil fuels 40% through<br>energy efficiency and on-site renewable sources<br>generation. | 0.14         | 0.64         | 3.8                   | -\$ 150                                | -\$ 40/ton                         | Unanimous<br>Consent |                |
| AFW-4 | Incentives for the production of biodiesel fuel from<br>oilseed crops, waste vegetable oil, or other sources to<br>offset 40% of fossil diesel fuel use by 2020.           | 0.02         | 0.22         | 1.1                   | \$ 13                                  | \$ 12/ton                          | Unanimous<br>Consent |                |
| AFW-5 | Increase in-state ethanol production, using GHG-<br>superior feedstocks and production methods, to 400<br>million gallons per year above BAU by 2020.                      | 0.39         | 3.1          | 15                    | \$ 58                                  | \$ 3/ton                           | Unanimous<br>Consent |                |
| AFW-6 | Preserve forest lands (line 1) and grasslands (line 2) to reduce the rate of conversion to developed uses by 25% by 2020.  | 0.10<br>0.05 | 0.24<br>0.14 | 1.7<br>1.0            | \$ 44<br>\$31                          | \$ 26/ton<br>\$32/ton              | Unanimous<br>Consent |                |
| AFW-7 | Increase the use of biomass from forest health and fire risk treatment for energy production, using 20% of harvested wood by 2020.   | 0.08         | 0.20         | 1.4                   | -\$ 104                                | -\$ 75/ton                         | Unanimous<br>Consent |                |
| AFW-8 | Divert 75% of wastes from landfills by 2020 through source reduction, enhanced recycling, and composting programs.   | 0.48         | 4.6          | 24                    | \$ 311                                 | \$ 13/ton                          | Unanimous<br>Consent |                |
| AFW-9 | Control or capture landfill methane to achieve 50% reduction from BAU by 2020.   | 0.33         | 1.2          | 7.5                   | -\$ 0.1                                | -\$ 0.02/ton                       | Unanimous<br>Consent |                |

|            |   |      | GHG Reductions<br>(MMtCO <sub>2</sub> e) |                       |  | Cost-                           | Climate Action       |
|------------|---|------|--|-----------------------|--|---------------------------------|----------------------|
|            | Policy Recommendation   | 2012 | 2020                                     | Total<br>2007<br>2020 | (Savings)<br>2007–2020<br>(Million \$) | ness<br>(\$/tCO <sub>2</sub> e) | Panel Action         |
| AFW-<br>10 | Plant 3.4 million new trees statewide by 2020 through expanded urban forestry programs. | 0.03 | 0.08                                     | 0.59                  | \$ 40                                  | \$ 79/ton                       | Unanimous<br>Consent |
|            | Sector Total of Analyzed Policies After Adjusting for<br>Overlaps                       | 2.2  | 11.5                                     | 66                    | \$ 252                                 | \$4 /ton                        |                      |

Note: Negative numbers indicate cost savings.

## Cross-Cutting Issues Policy Recommendations

|       | Policy Recommendation  | Analysis          | Climate Action<br>Panel Action  |
|-------|--|-------------------|---------------------------------|
| CC-1  | Periodically update GHG inventories and forecasts.   | Not<br>Quantified | Unanimous<br>Consent            |
| CC-2  | State development of annual GHG reporting protocols for all sources, including mandatory reporting for significant sources.  | Not<br>Quantified | Unanimous<br>Consent            |
| CC-3  | State development of capacity to participate in the national <i>Climate Registry</i> to measure, track, and record emissions reductions.                               | Not<br>Quantified | Unanimous<br>Consent            |
| CC-4  | The governor should set statewide GHG reduction goals and targets to achieve in the vicinity of a 20% reduction by 2020 and 80% by 2050, both compared to 2005 levels. | Not<br>Quantified | Super Majority<br>(1 objection) |
| CC-5  | Set state and local government reduction targets for their own GHG emissions; the state target should be at least an amount consistent with CC-4 levels.               | Not<br>Quantified | Unanimous<br>Consent            |
| CC-6  | Promote adoption of comprehensive local government climate action plans.   | Not<br>Quantified | Unanimous<br>Consent            |
| CC-7  | State and local government public education and outreach efforts to support GHG reduction programs, policies, and goals.   | Not<br>Quantified | Unanimous<br>Consent            |
| CC-8] | A public-private partnership to seek funding for GHG reduction measures and development of a new energy economy in Colorado.   | Not<br>Quantified | Unanimous<br>Consent            |
| CC-9  | State government assessment of vulnerabilities to climate change and development of adaptation plans.  | Not<br>Quantified | Unanimous<br>Consent            |

### Water Adaptation Policy Recommendations

|       | Policy Recommendation   | Analysis       | Climate<br>Action Panel<br>Action |
|-------|---|----------------|-----------------------------------|
| WA-1  | Public officials exercise leadership in addressing climate change effects on water<br>supplies.   | Not Quantified | Unanimous<br>Consent              |
| WA-2  | Water managers consider climate change in all water supply decisions.   | Not Quantified | Unanimous<br>Consent              |
| WA-3  | Climate change effects considered in the new Colorado Water Conservation Board study of Colorado River water availability.                                      | Not Quantified | Unanimous<br>Consent              |
| WA-4  | State government develop mechanisms for compact calls for each major river basin.   | Not Quantified | Unanimous<br>Consent              |
| WA-5  | Assessment of knowledge about climate change effects on Colorado's water resources.<br>An assessment of data and data systems for understanding climate change. | Not Quantified | Unanimous<br>Consent              |
| WA-6  | Cooperative development of information on climate change effects in each major river basin.   | Not Quantified | Unanimous<br>Consent              |
| WA-7  | Municipal water providers evaluate water conservation savings, best demand management practices, and the best uses of conserved water in their systems.         | Not Quantified | Unanimous<br>Consent              |
| WA-8  | Minimize effects of water-rights transfers on agricultural economies.   | Not Quantified | Unanimous<br>Consent              |
| WA-9  | Consider relationships between energy and water use.  | Not Quantified | Unanimous<br>Consent              |
| WA-10 | Information exchanges on effects of climate change on water resources.  | Not Quantified | Unanimous<br>Consent              |
| WA-11 | State government consider ways to reduce climate change effects on water-related recreation and tourism.  | Not Quantified | Unanimous<br>Consent              |
| WA-12 | State government consider ways to reduce climate change effects on the environment.   | Not Quantified | Unanimous<br>Consent              |
| WA-13 | Reduce use of groundwater for irrigation until recharges match discharges.  | Not Quantified | Unanimous<br>Consent              |
| WA-14 | Establish new Colorado Water Institute.   | Not Quantified | Super Majority<br>(1 objection)   |

#### **Combined Effect of All Policy Recommendations**

| Cumulative Reductions and<br>Costs/Savings  | 2012<br>GHG<br>Reductions<br>(MMtCO <sub>2</sub> e) | 2020<br>GHG<br>Reductions<br>(MMtCO <sub>2</sub> e) | 2007-2020<br>GHG<br>Reductions<br>(MMtCO <sub>2</sub> e) | 2007–2020<br>Costs (Savings)<br>(Net Present Value<br>Million \$) | 2007-2020<br>Cost-<br>Effectiveness<br>(\$/tCO <sub>2</sub> e) |
|---|---|---|--|---|--|
|   | From 33 rec   | ommendations<br>GHG reductior                       | s analyzed for<br>ns:                                    | From 27 recommend<br>for costs & cos                              | lations analyzed<br>at savings:                                |
| Residential Commercial and<br>Industrial (RCI) Sector Total<br>Adjusted for Overlaps          | 3.7 <sup>1</sup>                                    | 15.1 <sup>1</sup>                                   | 86.0 <sup>1</sup>  | -\$ 53 <sup>2</sup>   | -\$ 2/ton <sup>2</sup>   |
| Energy Supply (ES) Sector<br>Total Adjusted for Overlaps                                      | 3.0 <sup>3</sup>                                    | 9.1 <sup>3</sup>                                    | 58.8 <sup>3</sup>  | \$ 526 <sup>4</sup>   | \$ 10/ton <sup>4</sup>   |
| Adjustments for Overlaps<br>Between RCI and ES<br>Recommendations                             | [-0.3]  | [-2.0]  | [-8.6]   | [-\$ 10.0]  |  |
| Transportation and Land Use<br>(TLU) Sector Total Adjusted for<br>Overlaps                    | 2.1 <sup>5</sup>                                    | 7.8 <sup>5</sup>                                    | 46.7 <sup>5</sup>  | -\$ 3,191 <sup>6</sup>  | -\$ 141/ton <sup>6</sup>                                       |
| Agriculture, Forestry, and<br>Waste Management (AFW)<br>Sector Total Adjusted for<br>Overlaps | 2.2   | 11.5  | 66.0   | \$ 252  | \$ 4/ton   |
| Adjustments for Overlaps<br>Between AFW and ES<br>Recommendations                             | [-0.04]   | [-0.21]   | [-1.40]  | [-\$ 0]   | [-\$ 0/ton]  |
| Cross-Cutting (CC) Sector<br>Total  | N/A   | N/A   | N/A  | N/A   | N/A  |
| TOTALO  | From 33 rec   | ommendations  | analyzed for   | or From 27 recommendations ar                                     |  |
| IOTALS  | 10 7  |   | <i>247</i> 5   | -\$ 2 576   | Not estimated  |

Notes:

Negative numbers indicate cost savings.

<sup>1</sup>Totals from all 9 RCI recommendations with estimated GHG reductions.

<sup>2</sup>Totals from only those 7 RCI recommendations with estimated costs/cost savings.

<sup>3</sup>Totals from all 6 ES recommendations with estimated GHG reductions.

<sup>4</sup>Totals from only those 5 ES recommendations with estimated costs/cost savings.

<sup>5</sup>Totals from all 8 TLU recommendations with estimated costs/cost savings.

<sup>6</sup>Totals from only those 4 TLU recommendations with estimated costs/cost savings.