Foster City
2005 Government Operations
Greenhouse Gas Emissions Inventory

Prepared by ICLEI - Local Governments for Sustainability USA.

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Established in 1993, Joint Venture provides analysis and action on issues affecting the Silicon Valley economy and quality of life. The organization brings together established and emerging leaders—from business, government, academia, labor, and the broader community—to spotlight issues, launch projects, and work toward innovative solutions.

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Sustainable Silicon Valley (SSV) is a collaboration of businesses, governments, and non-governmental organizations that are identifying and addressing environmental and resource pressures in the Valley. As its first initiative, SSV is engaging prominent Valley organizations to work toward self-imposed goals of reducing regional carbon dioxide (CO_2) emissions. The SSV approach is to facilitate strategies to reduce CO_2 emissions through increased energy and fuel efficiency and through the use of renewable sources of energy. SSV envisions a thriving Silicon Valley with a healthy environment, a vibrant economy, and a socially equitable community. Sustainable Silicon Valley's mission is to lead the Silicon Valley community to create a more sustainable future by engaging and collaborating with local government agencies, businesses, and community organizations to identify and help address the highest priority environmental issues in the Valley.

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ICLEI-Local Governments for Sustainability USA

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ICLEI-Local Governments for Sustainability is a membership association of more than 1,000 local governments worldwide—more than 500 in the United States—committed to advancing climate protection and sustainability. Through technical expertise, direct network engagement, and the innovation and evolution of tools, ICLEI strives to empower local governments to set and achieve their emissions reduction and sustainability goals.

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Executive Summary

Foster City has recognized that human-caused climate change is a reality, with potentially disruptive effects to the City's residents and businesses. Foster City also recognizes that local governments play a leading role in both reducing greenhouse gas emissions and mitigating the potential impacts of climate change. Local governments can dramatically reduce the emissions from their government operations by such measures as increasing energy efficiency in facilities and vehicle fleets, utilizing renewable energy sources, sustainable purchasing, waste reduction, and supporting alternative modes of transportation for employees. The co-benefits of these measures may include lower energy bills, improved air quality, and more efficient government operations.

Foster City has begun its efforts to address the causes and effects of climate change with the assistance of the partners in the Silicon Valley Climate Protection Partnership. These partners include Joint Venture: Silicon Valley Network; Sustainable Silicon Valley; local governments in San Mateo, Santa Clara, and Santa Cruz counties; and ICLEI-Local Governments for Sustainability USA.

This greenhouse gas emissions inventory represents completion of an important first step in Foster City's climate protection initiative. As advised by ICLEI, it is essential to first quantify emissions to establish:

- A baseline emissions inventory, against which to measure future progress.
- An understanding of the scale of emissions from the various sources within government operations.

Presented here are estimates of greenhouse gas emissions in 2005 resulting from the City's government operations. With one exception,[1] all emissions estimates in this report refer to emissions generated from sources over which Foster City has direct operational control, exclusive of physical location.[2] This includes all government-operated facilities, streetlights, and other stationary sources; vehicle fleet and off-road equipment; and waste generated by government operations. The inventory *does not* estimate emissions from the larger community—these are addressed

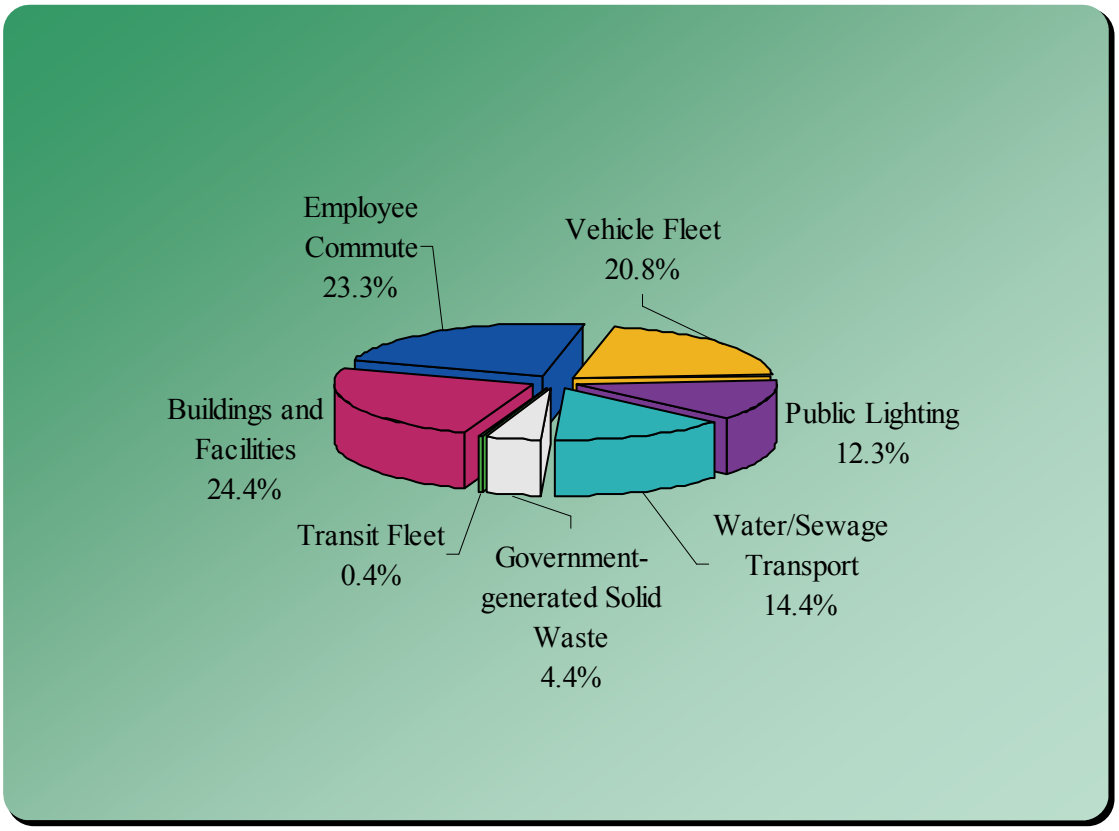
1 The exception is emissions from employee-owned vehicles that are used by employees during commuting.
2 Facilities, vehicles, or other operations wholly or partially owned by, but not operated by, Foster City are not included in this inventory. See Appendix A for more details on the boundaries of the inventory.

in the community-scale greenhouse gas emissions inventory. Therefore, this inventory should be considered to be an independent analysis relevant only to Foster City's internal operations.

This inventory is one of the first inventories to use a new national standard developed and adopted by the California Air Resources Board (ARB) in conjunction with ICLEI, the California Climate Action Registry, and The Climate Registry. This standard, called the Local Government Operations Protocol (LGOP), provides standard accounting principles, boundaries, quantification methods, and procedures for reporting greenhouse gas emissions from local government operations. To that end, the LGOP represents a strong step forward in standardizing how inventories are conducted and reported, providing a common national framework for all local governments to establish their emissions baseline.

This and all emissions inventories represent an estimate of emissions using the best available data and calculation methodologies. Emissions estimates are subject to change as better data and calculation methodologies become available in the future. Regardless, the findings of this inventory analysis provide a solid base against which Foster City can begin planning and taking action to reduce its greenhouse gas emissions.

Figure ES.1 2005 Foster City Government Operations CO_2e Emissions



Inventory Results

In 2005, Foster City's direct emissions, emissions from electricity consumption, and select indirect sources totaled 3,312 metric tons of CO_2e.[3] Of the total emissions accounted for in this inventory, emissions from buildings and facilities were the largest, totaling 807 metric tons of CO_2e (24.4 percent as shown in Figure ES.1 and Table ES.1). Emissions from employee commute produced the second highest quantity of emissions, resulting in 773 metric tons of CO_2e (23.3 percent of total emissions). The remaining emissions reported in this inventory came from the City's vehicle fleet (20.8 percent), public lighting (12.3 percent), water/sewage transport (14.4 percent)[4], government-generated solid waste (4.4 percent), and transit fleet (0.4 percent).

Cumulatively, Foster City spent approximately $1,020,673 on energy (electricity, natural gas, diesel, and gasoline) and solid waste disposal for government operations in 2005. Of this total, 66 percent of these energy expenses ($676,186) resulted from electricity consumption, and 10 percent ($99,067) from natural gas purchases from PG&E. Sectors that consumed the most electricity and thus had the highest electricity costs were buildings and facilities ($287,002) and public lighting ($200,227). Foster City also spent $156,209 on gasoline and diesel used to power the vehicle fleet and Senior Express van. The remaining operation costs came from waste hauling ($91,155), water/sewage transport ($219,778), and natural gas costs for buildings and facilities ($66,302). Beyond reducing greenhouse gases, any future reductions in municipal energy consumption will have the potential to reduce these costs, enabling the City to reallocate limited funds.

Table ES.1 2005 Government Operations Emissions by Sector

	Sector Total (metric tons CO_2e)
Buildings and Facilities	807
Employee Commute	773
Vehicle Fleet	687
Water/Sewage Transport	478
Public Lighting	406
Government-generated Solid Waste	146
Transit Fleet	14

3 This number represents a "roll-up" of emissions, and is not intended to represent a complete picture of emissions from Foster City's operations. This roll-up number should not be used for comparison with other local government roll-up numbers without a detailed analysis of the basis for this total.

4 While equipment that transports water, stormwater, and wastewater may be managed separately in Foster City's operations, the types of equipment are similar, and therefore the ways to reduce emissions from this equipment, are similar. For this reason, this section groups equipment used for transporting water and wastewater.

Section One: Introduction

Introduction

Local governments play a role in addressing the causes and effects of human-caused climate change through their actions at both the community and government operations levels. While local governments cannot solve the problems of climate change by themselves, their policies can reduce greenhouse gas emissions from a range of sources and can prepare their communities for the potential impacts of climate change.

Within the context of government operations, local governments have direct control over their emissions-generating activities. They can reduce energy consumption in buildings and facilities, reduce fuel consumption by fleet vehicles and equipment, reduce the amount of government-generated solid waste that is sent to a landfill, and increase the amount of energy that is obtained through alternative energy sources. By quantifying the emissions coming from its operations, this report will enable Foster City to choose the most effective approach to reducing its contribution to climate change.

1.1 Climate Change Background

A balance of naturally occurring gases dispersed in the Earth's atmosphere determines its climate by trapping solar radiation. This phenomenon is known as the greenhouse effect. Evidence suggests that modern human activity is artificially intensifying the greenhouse gas effect, causing global average surface temperatures to rise. This intensification is caused by activities that release carbon dioxide and other greenhouse gases into the atmosphere—most notably the burning of fossil fuels for transportation, electricity, and heat generation.

Rising temperatures affect local and global climate patterns, and these changes are forecasted to manifest themselves in a number of ways that might impact Foster City. For example, the San Francisco Bay may experience rising sea levels affecting land uses and water sources. Changing temperatures may result in more frequent and damaging storms accompanied by flooding. Reduced snow pack in the Sierra Nevada Mountains may lead to water shortages, and the disruption of ecosystems and habitats may occur.

In response to this threat, many communities in the United States are taking responsibility for addressing climate change at the local level. Since many of the major sources of greenhouse gas emissions are directly or indirectly controlled through local policies, local governments have a role to play in reducing greenhouse gas emissions within their boundaries. Through proactive measures around sustainable land use patterns, transportation demand management, energy efficiency, green building, and waste diversion, local governments can reduce emissions in their communities. In addition, local governments are primarily responsible for the provision of emergency services and the mitigation of natural disaster impacts. If the effects of climate change become more common and severe, local government adaptation policies will be fundamental in preserving the welfare of residents and businesses.

1.2 Purpose of Inventory

The objective of this greenhouse gas emissions inventory is to identify the sources and quantities of greenhouse gas emissions resulting from government operations in Foster City in 2005. This inventory is a necessary first step in addressing greenhouse gas emissions, serving two purposes:

- It creates an emissions baseline against which the City can set emissions reductions targets and measure future progress.
- It allows the City to understand the scale of emissions from the various sources within its operations.

While Foster City has already begun to reduce greenhouse gas emissions through its actions (See Section 1.4 for more detail), this inventory represents the first step in a systems approach to reducing the City's emissions. This system, developed by ICLEI, is called the Five-Milestones for Climate Mitigation. This Five-Milestone process involves the following steps:

Milestone One: Conduct a baseline emissions inventory and forecast
Milestone Two: Adopt an emissions reduction target for a forecast year
Milestone Three: Develop a local climate action plan
Milestone Four: Implement the climate action plan
Milestone Five: Monitor progress and report results

Figure 1.1 The Five-Milestone Process

1.3 Climate Change Mitigation Activities in California

Beginning in 2005, the State of California has responded to growing concerns over the effects of climate change by adopting a comprehensive approach to addressing emissions in the public and private sectors. This approach was officially initiated with the passage of the Global Warming Solutions Act of 2006 (AB 32), which required the state to reduce its greenhouse gas emissions to 1990 levels by 2020. It also required the California Air Resources Board (ARB) to regularly inventory emissions at the state level and to create a plan for reducing these emissions. The bill authorized ARB to adopt and enforce regulations targeted at greenhouse gas emissions reductions in the public and private sectors.

The resulting AB 32 Scoping Plan was adopted by ARB in December 2008. It established the following measures that the State will take to meet the greenhouse gas emissions reduction targets:

- Develop a California cap-and-trade program
- Expand energy efficiency programs
- Establish and seek to achieve reduction targets for transportation-related GHG emissions
- Support implementation of a high-speed rail system
- Expand the use of green building practices

- Increase waste diversion, composting, and commercial recycling toward zero-waste
- Continue water efficiency programs and use cleaner energy sources to move and treat water
- Implement the Million Solar Roofs Programs
- Achieve a statewide renewable energy mix of 33 percent
- Develop and adopt the low-carbon fuel standard
- Implement vehicle efficiency measures for light-, medium-, and heavy-duty vehicles
- Adopt measures to reduce high global warming potential gases
- Reduce methane emissions at landfills
- Preserve forest sequestration and encourage the use of forest biomass for sustainable energy generation
- Capture of methane through use of manure digester systems at dairies

Other measures taken by the state have included mandating stronger vehicle emissions standards (AB 1493, 2002), establishing a low-carbon fuel standard (EO # S-01-07, 2007), mandating a climate adaptation plan for the state (S-EO # 13-08, 2008), establishing a Green Collar Job Council, and establishing a renewable energy portfolio standard for power generation or purchase in the state. The state also has made a number of changes that will likely have potentially large effects on local governments:

- SB 97 (2007) required the Office of Planning and Research to create greenhouse gas planning guidelines for the California Environmental Quality Act (CEQA). In addition, ARB is tasked with creating energy-use and transportation thresholds in CEQA reviews, which may require local governments to account for greenhouse gas emissions when reviewing project applications.
- AB 811 (2007) authorized all local governments in California to establish special districts that can be used to finance solar or other renewable energy improvements to homes and businesses in their jurisdiction.
- SB 732 (2008) established a Strategic Growth Council charged with coordinating policies across state agencies to support a unified vision for land use development in the state. This vision will serve as a reference point for local land use policies.
- SB 375 (2008) mandated the creation of regional sustainable community strategies (SCS) by regional planning agencies. The SCS links regional housing and transportation planning processes in an attempt to meet regional greenhouse gas emissions targets.

1.4 Climate Change Mitigation Activities Related to Foster City Government Operations

Energy Conservation and Renewable Energy

- Installed high-efficiency, high-pressure sodium vapor street lights that use approximately 35 percent less energy than older mercury vapor or incandescent lights.
- Converted all traffic and pedestrian signals to light emitting diodes (LED's) that use about 20 percent of the electricity of the older, halogen lights.
- Implemented energy conservation practices in building maintenance supplies, parts and systems in City facilities.
- Participates in the San Francisco Community Power Demand Response Program, reducing city-wide electricity use on peak demand days.
- Installed radar-equipped speed safety signs near schools that utilize solar energy as the only power source.

Fuel Efficiency and Alternative Powered Vehicles

- Increasing the percentage of hybrids in the City fleet and reviewing other fuel-efficient alternatives as vehicles are replaced.
- Replaced some traditional vehicles with electric options for parks maintenance operations.
- Maintains vehicle fleet in peak condition in order to maximize performance and minimize carbon emissions.
- Converting to a system by which water meters can be read remotely, eliminating the need to routinely access on-site meters around the City by automobile.

Foster City Employee Trip Reduction

- Implemented an alternative schedule for most employees, reducing employee commuter trips from a traditional schedule.
- Implemented the option for certain employees to telecommute from home, keeping cars off the roadways while still maintaining a productive workforce.
- Provides employee incentives to use alternative transportation systems through its Transportation System Management Program

Water Conservation

- Installed low-flow toilets, state of the art irrigation systems and controllers, and drought tolerant plantings in order to reduce water usage in City facilities and parks.
- Replaced turf grass with artificial turf in selected parks.
- Installed water fixtures in City buildings that work on a sensor system to conserve water.

Recycling

- Promotes recycling at City sponsored events.
- Recycles all used lamps and ballasts from City lighting systems.
- Recycles used printer cartridges.
- Fire Department participates in food waste collection program.
- Purchases renewable resource paper products for janitorial supplies.

Habitat Preservation and Protection

- Maintains storm water system in compliance with National Pollution Discharge Elimination System requirements, reducing pollution of Bay waters.
- Through Foster City Lagoon Management Plan, directs the use of environmentally-friendly products and processes, rather than chemical treatment, to manage lagoon water quality whenever possible.
- With Audubon Society, created new seasonal wetlands for bird habitat as part of lagoon dredging project.
- Purchases low pH diluted cleaning concentrates for janitorial supplies.

1.5 The Silicon Valley Climate Protection Partnership

The Silicon Valley Climate Protection Partnership is a joint effort between Joint Venture: Silicon Valley Network (JV:SVN); Sustainable Silicon Valley (SSV); local governments in San Mateo, Santa Clara and Santa Cruz counties (hereby referred to as the "Silicon Valley area"); and ICLEI. The Partnership was initiated in 2008 to provide a solid regional platform for local governments to follow ICLEI's Five-Milestone process (described in Section 1.2), as well as a shared learning experience.

In early 2008, JV:SVN contracted with ICLEI to conduct government operations emissions inventories for participating local governments, using the standards outlined in the then soon-to-be-released Local Government Operations Protocol (LGOP—see Appendix A for details). For this project, 27 local governments signed on to this contract. SSV joined the Partnership to provide additional educational and other services to facilitate more rapid progress by participating governments through the Five Milestones. While ICLEI created these inventories concurrently using the same tools and methods, each inventory was conducted independently using data specific to each local government's operations. For this reason, inventories from different jurisdictions will involve different sources of data and emissions calculation methods.

Alongside the activities of the Partnership, JV:SVN and SSV facilitated regional climate dialogues to further emissions reductions goals in the Silicon Valley area. JV:SVN supports the work of the Climate Protection Task Force, a group that includes staff members from 44 jurisdictions in the Silicon Valley area, including cities, counties, and special districts. In this neutral forum, the partners learn from each other and from expert guests about climate protection programs. They then work to develop effective, collaborative programs for the reduction of greenhouse gas emissions from public agency operations. SSV holds quarterly conferences and monthly meetings that discuss specific approaches to addressing climate change, including the pros and cons of regional climate planning. SSV also puts out annual reports highlighting successes of businesses and local governments that have voluntarily pledged to set and work toward their own carbon dioxide reduction goals. JV:SVN and SSV, along with ICLEI, the City/County Association of Governments of San Mateo County, and the Bay Area Air Quality Management District[5], have dramatically pushed forward the pace and scale of climate actions by local governments in the Silicon Valley area.

5 C/CAG and the Air Quality District have provided funding which has allowed a number of these inventories to occur and have been strong players in pushing forward local and regional actions on climate change.

Section Two: Methodology

Methodology

This greenhouse gas emissions inventory follows the standard methodology outlined in the LGOP, which was adopted in 2008 by ARB and serves as the national standard for quantifying and reporting greenhouse gas emissions from local government operations. By participating in the Silicon Valley Climate Protection Partnership, Foster City has had the opportunity to be one of the first in the nation to follow LGOP when inventorying emissions from government operations.

This chapter outlines the basic methodology utilized in the development of this inventory to provide clarity as to how the inventory results were reported. Specifically, this section reviews:

- What greenhouse gases were measured in this inventory;
- What general methods were used to estimate emissions;
- How emissions estimates can be reported (the scopes framework, roll-up numbers);
- How emissions estimates were reported in this inventory;

A more detailed account of LGOP and the methodology used in this inventory can be found in Appendices A and B.

2.1 Greenhouse Gases

According to LGOP, local governments should assess emissions of all six internationally recognized greenhouse gases regulated under the Kyoto Protocol. These gases are outlined in Table 2.1, which includes the sources of these gases and their global warming potential (GWP).[6]

6 Global warming potential (GWP) is a measure of the amount of warming a greenhouse gas may cause, measured against the amount of warming caused by carbon dioxide.

Table 2.1 Greenhouse Gases

Gas	Chemical Formula	Activity	Global Warming Potential (CO_2e)
Carbon Dioxide	CO_2	Combustion	1
Methane	CH_4	Combustion, Anaerobic Decomposition of Organic Waste (Landfills, Wastewater), Fuel Handling	21
Nitrous Oxide	N_2O	Combustion, Wastewater Treatment	310
Hydrofluorocarbons	Various	Leaked Refrigerants, Fire Suppressants	12–11,700
Perfluorocarbons	Various	Aluminum Production, Semiconductor Manufacturing, HVAC Equipment Manufacturing	6,500–9,000
Sulfur Hexafluoride	SF_6	Transmission and Distribution of Power	23,900

2.2 Calculating Emissions

The LGOP outlines specific methods for quantifying emissions from local government activities. What methods a local government can use to quantify emissions varies largely by how it gathers data, and therefore what data were available. In general, emissions can be quantified in two ways.

1. Measurement-based methodologies refer to the direct measurement of greenhouse gas emissions from a monitoring system. Emissions measured this way may include those emitted from a flue of a power plant, wastewater treatment plant, landfill, or industrial facility. This method is the most accurate way of inventorying emissions from a given source, but is generally available for only a few sources of emissions.

2. Calculation-based methodologies refer to an estimate of emissions calculated based upon some measurable activity data and emission factors. Table 2.2 demonstrates some examples of common emissions calculations in this report. For a detailed explanation of the methods an emissions factors used in this inventory, see Appendix B.

Table 2.2 Basic Emissions Calculations

Activity Data	Emissions Factor	Emissions
Electricity Consumption (kilowatt hours)	CO_2 emitted/kWh	CO_2 emitted
Natural Gas Consumption (therms)	CO_2 emitted/therm	CO_2 emitted
Gasoline/Diesel Consumption (gallons)	CO_2 emitted /gallon	CO_2 emitted
Waste Generated by Government Operations (tons)	CH_4 emitted/ton of waste	CH_4 emitted

2.3 Reporting Emissions

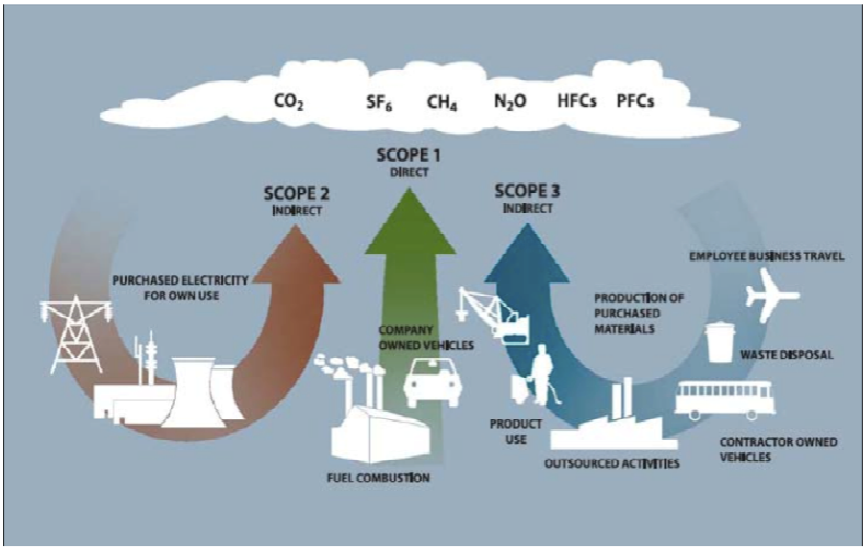
The LGOP provides two reporting frameworks: reporting by scope and reporting by sector. This section defines the two reporting frameworks and discusses how they are used in this inventory. It also discusses the concept of "rolling up" emissions into a single number. This can assist local governments in communicating the results of the inventory and using the inventory to formulate emissions reductions policies.

2.3.1 The Scopes Framework

For local government operations, the LGOP categorizes emissions according to what degree of control local governments have over the emissions sources. These categorizations (developed by the World Resources Institute and the World Business Council for Sustainable Development) are called *emissions scopes.* The scopes framework helps local governments to:

- Determine which emissions should be inventoried.
- Organize emissions by degree of control and therefore the potential for reduction of these emissions.
- Avoid "double counting" of emissions, i.e., summing up of different emissions sources that may result in reporting these emissions twice.

Figure 2.1 Emissions Scopes



Source: WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition), Chapter 4.

The emissions scopes are defined as follows:

Scope 1: Direct emissions from sources within a local government's operations that it owns and/or controls. This includes stationary combustion to produce electricity, steam, heat, and power equipment; mobile combustion of fuels; process emissions from physical or chemical processing; fugitive emissions that result from production, processing, transmission, storage and use of fuels; leaked refrigerants, and other sources.

Scope 2: Indirect emissions associated with the consumption of electricity, steam, heating, or cooling that is purchased from an outside utility.

Scope 3: All other emissions sources that hold policy relevance to the local government that can be measured and reported. This includes all indirect emissions not covered in Scope 2 that occur as a result of activities within the operations of the local government. Sources over which the local government does not have any financial or operational control over would be accounted for here. Scope 3 emission sources include (but are not limited to) tailpipe emissions from employee commutes, employee business travel, and emissions resulting from the decomposition of government-generated solid waste.

Table 2.3 Inventoried Emission Sources by Scope[7]

Scope 1	Scope 2	Scope 3
Fuel consumed to heat/cool all facilities	Electricity consumed by facilities	Solid waste generated by government operations
Fuel consumed for vehicles and mobile equipment	Electricity consumed by electric vehicles	Fuel consumed for employee vehicles used for commuting
Fuel consumed to generate electricity	Steam heating or cooling for facilities	
Leaked refrigerants from facilities and vehicles		
Leaked/deployed fire suppressants		
Wastewater decomposition and treatment		
Solid waste in government landfills		

2.3.2 Double Counting and Rolling Up Scopes

Many local governments find it useful for public awareness and policymaking to use a single number (a "roll-up" number) to represent emissions in its reports, target setting, and action plan. A roll-up number allows local governments to determine the relative proportions of emissions from various sectors (e.g., 30 percent of rolled up emissions came from the vehicle fleet). This can help policymakers and staff identify priority actions for reducing emissions from their operations.

For these reasons, this report includes a roll-up number as the basis of the emissions analysis in this inventory. This roll-up number is composed of direct emissions (Scope 1), all emissions from purchased electricity (Scope 2), and indirect emissions from employee commutes and government-generated solid waste (Scope 3).

While this report uses a standard roll-up number, these numbers should be used with caution, as they can be problematic for three reasons:

7 This only represents a list of emissions that were inventoried for the Silicon Valley Climate Protection Partnership inventories. This is not meant to be a complete list of all emissions that can be inventoried in a government operations inventory.

First, a roll-up number does not represent all emissions from Foster City's operations, only a summation of inventoried emissions using available estimation methods. Reporting a roll-up number can be misleading and encourage citizens, staff, and policymakers to think of this number as the local government's "total" emissions. Therefore, when communicating a roll-up number it is important to represent it only as a sum of inventoried emissions, not as a comprehensive total.

Second, rolling up emissions may not simply involve adding emissions from all sectors, as emissions from different scopes can be double-counted when they are reported as one number. For example, if a local government operates a municipal utility that provides electricity to government facilities, these are emissions from both the power generation and facilities sectors. If these sectors are rolled up into a single number, these emissions are double counted, or reported twice. For these reasons, it is important to be cautious when creating a roll-up number to avoid double counting; the roll-up number used in this report was created specifically to avoid any possible double counting.

Third, local governments often wish to compare their emissions to those of other local governments. But it is very difficult to use a roll-up number as a common measure between local governments, for a number of reasons. First, as of now there is no national or international standard for reporting emissions as a single roll-up number. In addition, local governments provide different services to their citizens, and the scale of the services (and thus the emissions) is highly dependent upon the size of the jurisdiction. For these reasons, comparisons between local government roll-up numbers should not be made without significant analysis of the basis of the roll-up number and the services provided by the local governments being compared.

2.3.3 Emissions Sectors

ICLEI recommends that local governments examine their emissions in the context of the part of their operations (sector) that is responsible for those emissions. This is helpful from a policy perspective, and will assist local governments in formulating sector-specific reduction measures and climate action plans. This inventory uses LGOP sectors as a main reporting framework, including the following sectors:

- Buildings and other facilities
- Streetlights, traffic signals, and other public lighting
- Water/wastewater delivery facilities
- Vehicle fleet and mobile equipment
- Transit fleet
- Government-generated solid waste
- Emissions from employee commutes

Section Three: Inventory Results

Inventory Results

This chapter provides a detailed description of Foster City's emissions from government operations in 2005, rolling up and comparing emissions across sectors and sources as appropriate. This chapter also provides details on the greenhouse gas emissions from each sector, including a breakdown of emissions types and, where possible, an analysis of emissions by department. This information identifies more specific sources of emissions (such as a particular building) that can help staff and policymakers in Foster City to best target emissions reduction activities in the future.

For a report of emissions by scope, and a detailed description of the methodology and emission factors used in calculating the emissions from the City's operations, please see Appendix B: LGOP Standard Report.

In 2005, Foster City's direct emissions, emissions from electricity consumption and select indirect sources totaled 3,312 metric tons of CO_2e.[8] In this report, this number is the basis for comparing emissions across sectors and sources (fuel types), and is the aggregate of all emissions estimates used in this inventory.

3.1 Summary by Sector

Reporting emissions by sector provides a useful way to understand the sources of Foster City's emissions. By better understanding the relative scale of emissions from each of the sectors, the City can more effectively focus emissions reductions strategies to achieve the greatest emissions reductions.[9]

8 This number represents a roll-up of emissions, and is not intended to represent a complete picture of emissions from Foster City's operations. This roll-up number should not be used for comparison with other local government roll-up numbers without a detailed analysis of the basis for this total. See section 2.3.2 for more detail.

9 The sectors with the largest scale of emissions do not necessarily represent the best opportunity for emissions reductions. Cost, administration, and other concerns may affect Foster City's ability to reduce emissions from any one sector.

Figure 3.1 2005 Foster City Government Operations Emissions by Sector

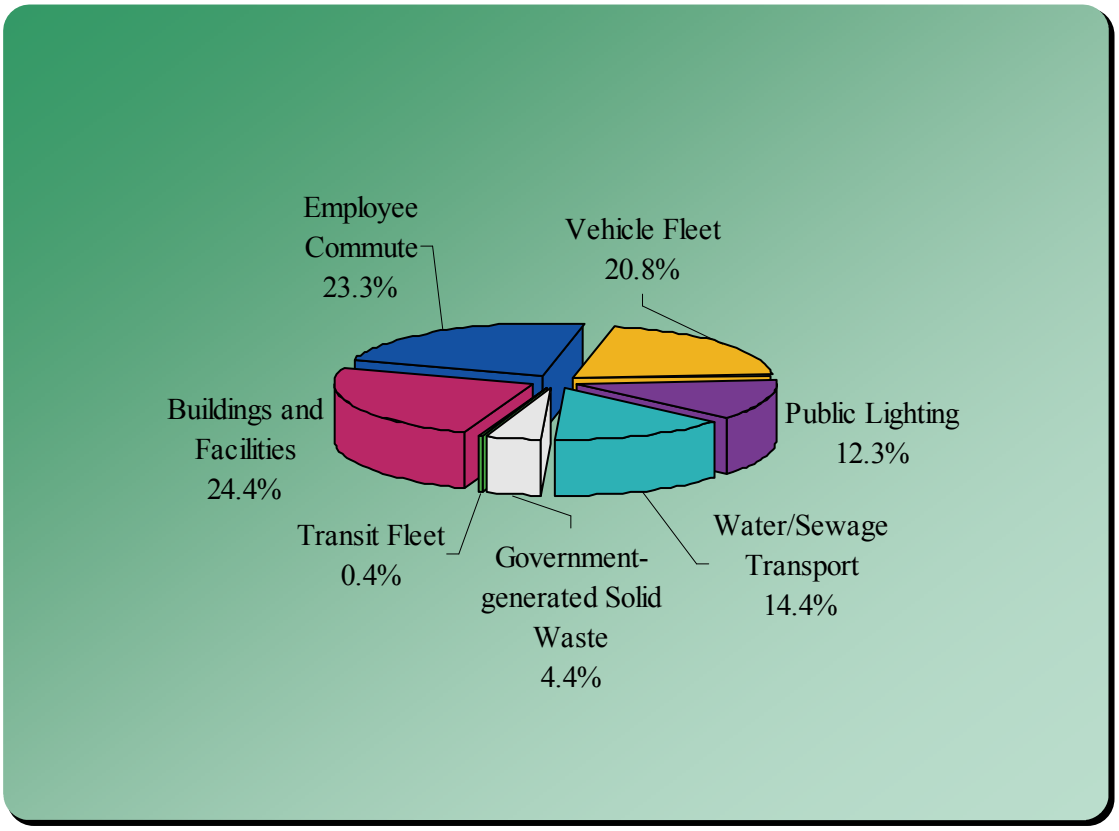


Table 3.1 2005 Foster City Government Operations Emissions by Sector

Activity	CO_2e emitted (metric tons)
Buildings and Facilities	807
Employee Commute	773
Vehicle Fleet	687
Water/Sewage Transport	478
Public Lighting	406
Government-generated Solid Waste	146
Transit Fleet[10]	14

As shown in Figure 3.1, buildings and facilities were the largest emitters (807 metric tons CO_2e) in 2005. Emissions from employee commute produced the second highest quantity of emissions, resulting in 773 metric tons of CO_2e. The City's vehicle fleet produced 687 metric tons of CO_2e of total emissions with the remainder coming from water/sewage transport (478 metric tons of CO_2e), public lighting (406 metric tons of CO_2e), government-generated solid waste (146 metric tons of CO_2e), and transit fleet (14 metric tons of CO_2e)[10].

[10] The transit fleet is comprised of one passenger van that transports seniors locally.

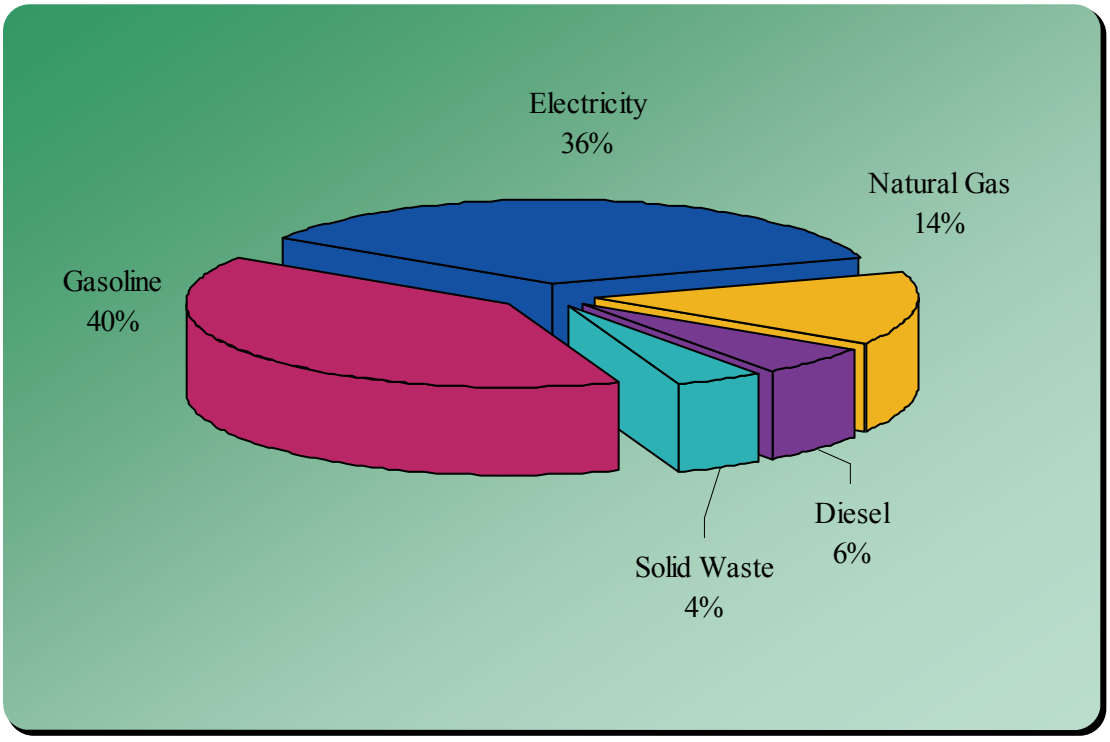
3.2 Summary by Source

When considering how to reduce emissions, it is helpful to look not only at which sectors are generating emissions, but also at the specific raw resources and materials (gasoline, diesel, electricity, natural gas, solid waste, etc.) whose use and generation directly result in the release of greenhouse gases. This analysis can help target resource management in a way that will successfully reduce greenhouse gas emissions. Figure 3.2 and Table 3.2 provide a summary of Foster City's government operations 2005 greenhouse gas emissions by fuel type or material.

Table 3.2 2005 Foster City Government Operations Emissions by Source

Fuel/Source	CO_2e emitted
Gasoline	1,313
Electricity	1,190
Natural Gas	472
Diesel	191
Solid Waste	146

Figure 3.2 2005 Foster City Government Operations Emissions by Source



3.3 Summary of Energy-Related Costs

In addition to tracking energy consumption and generating estimates on emissions per sector, ICLEI has calculated the basic energy costs of various government operations. During 2005, Foster City spent approximately $997,024 on energy (e.g. electricity, natural gas, gasoline, and diesel) and solid waste disposal for its operations. Seventy-eight percent of these energy expenses ($775,253) are the result of electricity and natural gas purchases from PG&E. Foster City also spent $132,560 on gasoline and diesel used to power the vehicle fleet and Senior Express van ($129,491 and $3,069 respectively); handling of the City's waste in 2005 had an estimated value of $91,155. Beyond reducing harmful greenhouse gases, any future reductions in energy use will have the potential to reduce these costs, enabling the City to reallocate limited funds.

Table 3.3 2005 Foster City Energy Costs by Sector

Activity	Costs ($)
Buildings and Facilities	$353,304
Water / Sewage	$219,778
Public Lighting	$200,227
Vehicle Fleet	$153,140
Government-Generated Solid Waste	$91,155
Transit Fleet (Senior Express Van)	$3,069
TOTAL	**$1,020,673**

3.4 Detailed Sector Analyses

3.4.1 Buildings and Other Facilities

Through their use of energy for heating, cooling, lighting, and other purposes, buildings and other facilities operated by local governments constitute a significant amount of their greenhouse gas emissions. Foster City operates four major facilities, including the Government Center (City Hall/Fire Station, Council Chambers and Police Station), library/community center, maintenance facility and recreation/teen/senior center complex. Facility operations contribute to greenhouse gas emissions in two major ways. First, facilities consume electricity and fuels such as natural gas and diesel, and this consumption contributes the majority of greenhouse gas emissions from facilities. In addition, fire suppression, air conditioning, and refrigeration equipment in buildings can emit hydrofluorocarbons (HFCs) and other greenhouse gases when these systems leak refrigerants or fire suppressants.

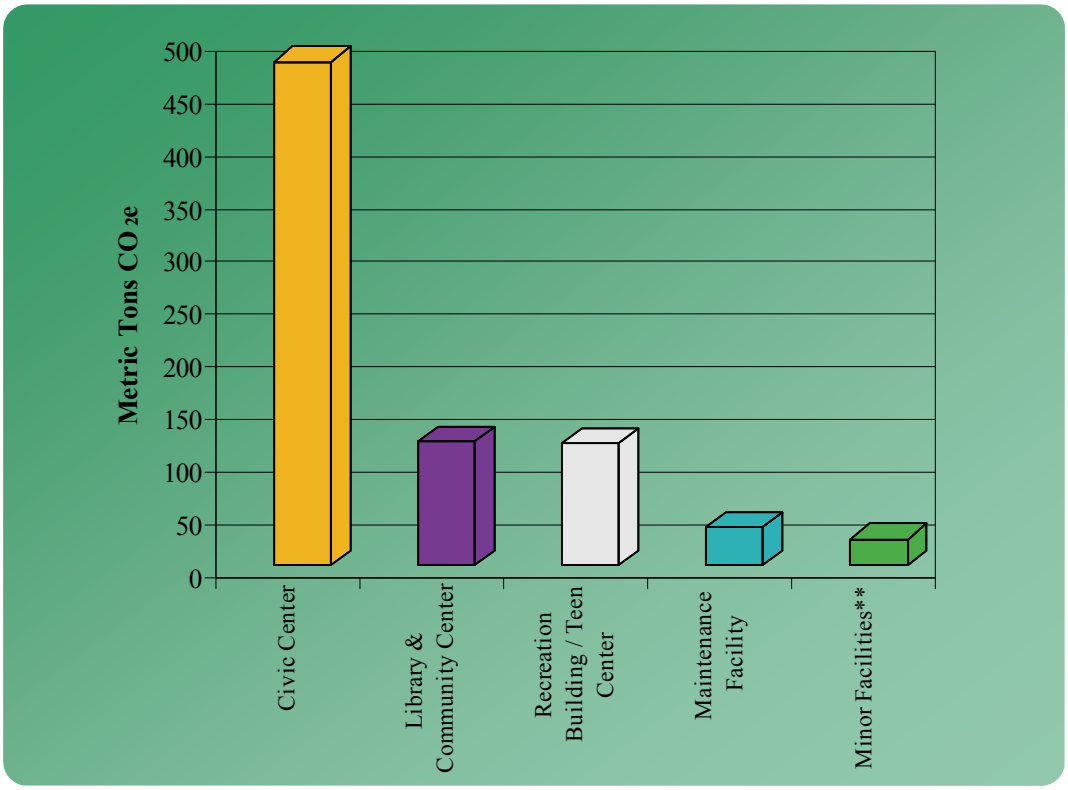
In 2005, the operation of Foster City's facilities produced approximately 807 metric tons of CO_2e from the above sources. Figure 3.3 depicts 2005 emissions per facility, and Table 3.4 shows estimated costs associated with the activities that generated these emissions. Of total facility emissions, 59 percent came from the consumption of electricity, 37 percent came from the combustion of natural gas, and much of the remaining 4 percent came from the combustion of diesel fuel to run generators (see Figure 3.4). Foster City spent approximately $353,304 in 2005 on the fuels and electricity that were the cause of these emissions.

Table 3.4: Energy Use and Emissions from Major Facilities

Facility	Greenhouse Gas Emissions (metric tons CO_2e)	Percent Emissions of All Facilities	Electricity Use (kWh)	Natural Gas Use (therms)	Total Energy Cost
Government Center*	480	62%	1,280,640	36,308	$208,213
Library & Community Center	119	15%	364,920	6,987	$60,897
Recreation Building / Teen Center	117	15%	379,000	6,006	$60,749
Maintenance Facility**	37	5%	0	6,986	$8,281
Minor Facilities***	26	3%	114,262	0	$15,164
TOTAL******	**778**	**100%**	**2,138,822**	**56,287**	**$353,304**

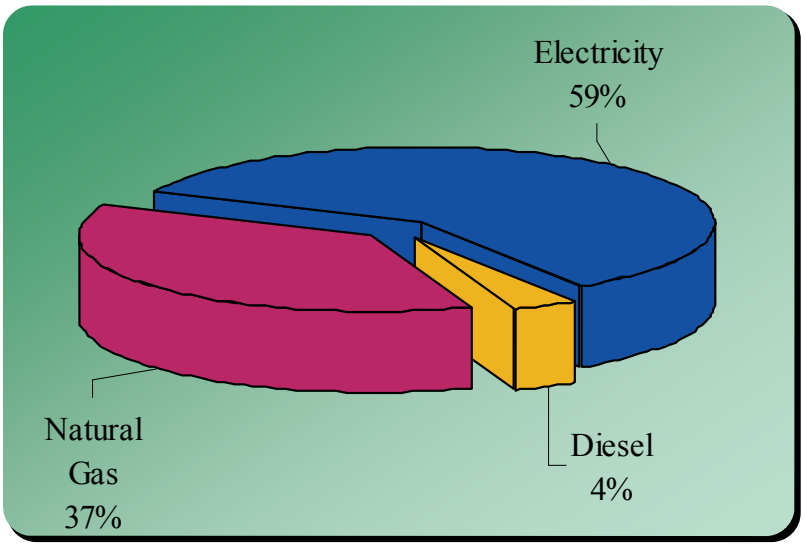
*Government Center includes City Hall/Fire Station, Council Chambers, and Police Station
**The Maintenance Facility electricity consumption is captured on a meter it shares with a sewage pump. Since it may be assumed that the sewage pump consumes more electricity than the facility and the meter's data cannot be separated out, the entire meter total has been ascribed to the Wastewater/Sewage Pump category. As a result, the Maintenance Facility appears to consume no electricity in this chart, although it does, in fact, consume some electricity.
***Parks/restrooms/ball fields & wireless transmitters (wireless transmitters that are now closed were excluded from the analysis)
****GHG emissions total does not include the 29 metric tons of CO_2e from diesel generators

Figure 3.3: Emissions from Major Facilities



**Parks/restrooms/ball fields & wireless transmitters (wireless transmitters that are now closed were excluded from the analysis)

Figure 3.4: Emissions from Major Facilities by Source



3.4.2 Streetlights, Traffic Signals, and Other Public Lighting

Like most local governments, Foster City operates a range of public lighting, from traffic signals and streetlights to park lighting. Electricity consumed in the operation of this infrastructure is a significant source of greenhouse gas emissions.

In 2005, public lighting in Foster City consumed a total of 1,816,027 kilowatt hours of electricity, producing approximately 406 metric tons CO_2e. Table 3.5 depicts 2005 emissions per lighting type and estimated electricity consumption and costs associated with the activities that generated these emissions. The City spent approximately $200,227 in 2005 on the fuels and electricity that were the cause of these emissions.

Table 3.5: Energy Use and CO_2e Emissions from Public Lighting

Source	Greenhouse Gas Emissions (metric tons CO_2e)	Percent Emissions of All Lighting	Electricity Use (kWh)	Cost
Streetlights	368	91%	1,643,837	$174,393
Traffic Signals / Controllers	20	5%	87,188	$13,399
Park Lighting	16	4%	73,305	$10,610
Other Outdoor Lighting*	3	1%	11,697	$1,825
TOTAL	**406**	**100%**	**1,816,027**	**$200,227**

*Includes one lighting controller

3.4.3 Water and Wastewater Transport

This section addresses any equipment used for the transport of water, stormwater, and wastewater.[11] Typical systems included in this section are water pumps/lifts and sprinkler and other irrigation controls. Foster City operates a range of water transport equipment, including water pumps and irrigation/sprinkler systems. Electricity consumption and the on-site combustion natural gas are the most significant sources of greenhouse gas emissions from the operation of the City's water transport equipment.

In 2005, the operation of Foster City's water and wastewater transport equipment produced approximately 478 metric tons of CO_2e from the above sources. Table 3.6 depicts 2005 emissions per equipment type and shows estimated activities and costs associated with the operation of this equipment. Foster City spent approximately $219,778 in 2005 on the fuels and electricity that were the cause of these emissions.

Table 3.6: Energy Use and CO_2e Emissions from Water/Wastewater Transport Equipment

Source	Greenhouse Gas Emissions (metric tons CO_2e)	Percent Emissions of Water Transport Equipment	Electricity Use (kWh)	Natural Gas Use (therms)	Cost ($)
Wastewater/Sewage Pumps	292	61.0%	1,304,503	0	$175,197
Water Pumps	186	38.8%	56,720	32,531	$42,751
Irrigation / Sprinkler Systems	1	0.1%	2,604	0	$1,488
Other Water	0.2	0.0%	831	0	$342
TOTAL	**478**	**100.0%**	**1,364,658**	**32,531**	**$219,778**

3.4.4 Vehicle Fleet and Mobile Equipment

The majority of local governments use vehicles and other mobile equipment as an integral part of their daily operations—from maintenance trucks used for parks and recreation and public works to police cruisers and fire trucks. These vehicles and equipment burn gasoline, diesel, and other fuels, which results in greenhouse gas emissions. In addition, vehicles with air conditioning or refrigeration equipment use refrigerants that can leak from the vehicle. Emissions from vehicles and mobile equipment[12] compose a significant portion of emissions within most local governments.

11 While equipment that transports water, stormwater, and wastewater may be managed separately in Foster City's operations, the types of equipment are similar, and therefore the ways to reduce emissions from this equipment, are similar. For this reason, this section groups equipment used for transporting water and wastewater.
12 Foster City reported no significant mobile equipment or refrigerant loss for 2005.

In 2005, Foster City emitted approximately 687 metric tons of CO_2e as a result of the combustion of fuels to power the City's vehicle fleet. Figure 3.5 depicts 2005 emissions per department, and Table 3.7 shows estimated costs associated with the activities that generated these emissions. Across departments, the vehicles used by the police department were the largest emitters of greenhouse gases, representing 33 percent of total vehicle fleet emissions. Across all government operations, emissions from mobile sources represented 21 percent of rolled-up emissions from the City's operations in 2005. The City spent approximately $153,140 in 2005 on the gasoline and diesel that were the cause of these emissions.

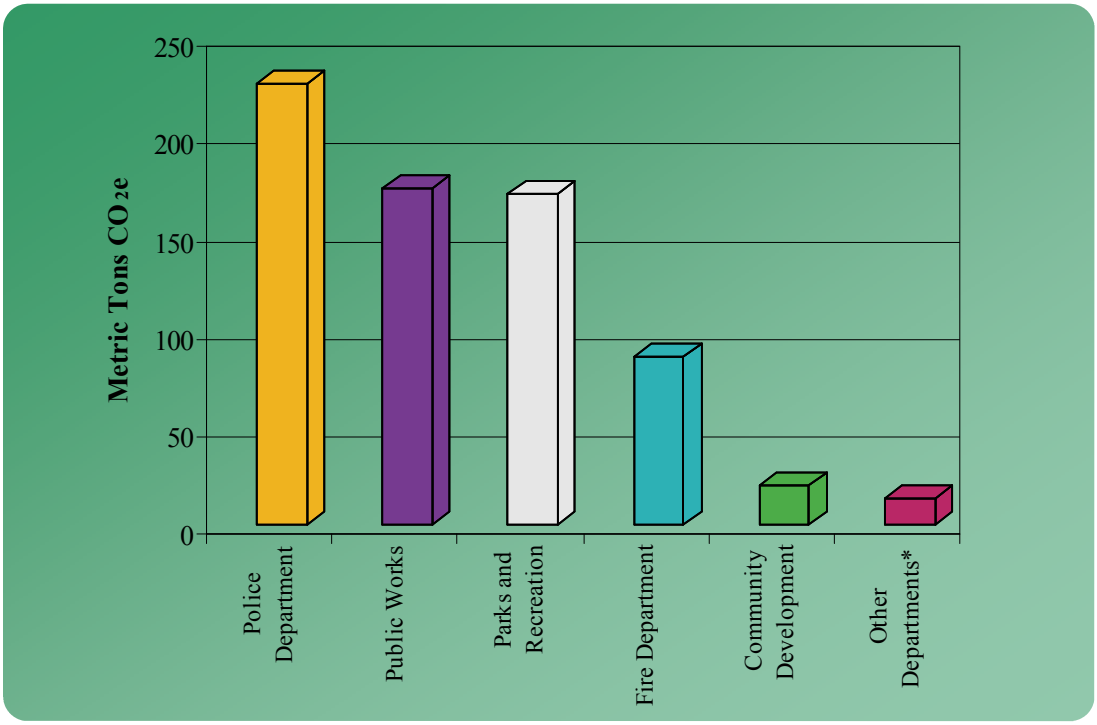
In addition to Foster City's vehicle fleet, in 2005 the City also operated a senior van service which accounts for 0.4 percent of the City's overall emissions. The 14 metric tons of CO_2e that this van ("transit fleet") emitted in 2005 was recorded separately from the City's vehicle fleet and is not included in Table 3.7 or Figure 3.5. The City spent approximately $3,069 in 2005 on the gasoline that was the cause of these emissions.

Table 3.7: Vehicle Fleet and Mobile Equipment Emissions

Function	GHG Emissions (metric tons CO_2e)	Percent of All Mobile Emissions	Gasoline Consumption (gal)	Diesel Consumption (gal)	Cost ($)
Police Department	226	33%	25,181	0	$50,871
Public Works	172	25%	15,303	3,439	$38,096
Parks and Recreation	169	25%	16,830	1,788	$37,952
Fire Department	86	13%	2,832	5,916	$18,489
Community Development	20	3%	2,265	0	$4,632
Other Departments*	14	2%	1,515	0	$3,099
TOTAL	**687**	**100%**	**63,926**	**11,143**	**$153,140**

*City Manager, City Clerk, Administrative Services, Finance, Human Resources

Figure 3.5: Emissions from Mobile Sources



*City Manager, Finance, Human Resources

3.4.5 Government-Generated Solid Waste

Many local government operations generate solid waste, much of which is eventually sent to a landfill. Typical sources of waste in local government operations include paper and food waste from offices and facilities, construction waste from public works, and plant debris from parks departments. Organic materials in government-generated solid waste (including paper, food scraps, plant debris, textiles, wood waste, etc.) generate methane as they decay in the anaerobic environment of a landfill. An estimated 75 percent of this methane is routinely captured via landfill gas collection systems;[13] however, a portion escapes into the atmosphere, contributing to the greenhouse effect. As such, estimating emissions from waste generated by government operations is an important component of a comprehensive emissions inventory.

13 This is a default methane collection rate per LGOP. This rate can vary from 0 to 99 percent based upon the presence and extent of a landfill gas collection system at the landfill/s where the waste is disposed. Most commonly, captured methane gas is flared into the atmosphere, which converts the methane gas to CO_2 and effectively negates the human-caused global warming impact of the methane. Increasingly, landfill methane is being used to power gas-fired turbines as a carbon-neutral means of generating electricity.

Inventorying emissions from government-generated solid waste is considered optional by LGOP for two reasons. First, the emissions do not result at the point of waste generation (as with fuel combustion), but in a landfill located outside of Foster City's jurisdictional boundaries. In addition, the emissions are not generated in the same year that the waste is disposed, but over a lengthy decomposition period. Since inventorying these emissions is considered optional, LGOP does not provide guidance on recommended methods for quantifying these types of emissions. ICLEI therefore devised data collection and calculation methods based upon previous experience and national standards. See Appendix D for more information for more detail on quantifying emissions from government-generated solid waste.

It is estimated that the waste disposed by government facilities in 2005 will cumulatively produce 7 metric tons of methane gas, or 146 metric tons CO_2e. Please see Table 3.8 for a breakdown of emissions per facility.

Table 3.8: Emissions from Government-Generated Solid Waste

Source	Greenhouse Gas Emissions (metric tons CO_2e)	Estimated Landfilled Waste (Tons)
JPA (Roll-offs)	100	394
City Hall	15	60
Recreation Center	15	60
Corporation Yard	5	20
Library	5	20
Sea Cloud Park	5	20
TOTAL*	**146**	**575**

*Total GHG emissions and landfilled tons are rounded estimates.

3.4.6 Employee Commute

Another important source of indirect emissions resulting from Foster City's operations comes from employees commuting in vehicles to and from work. Similar to the vehicle fleet, these vehicles use gasoline and other fuels which, when burned, generate greenhouse gas emissions. Emissions from employee commutes are considered optional to inventory by LGOP because the vehicles are owned and operated privately by the employees. The City therefore maintains only indirect control over how employees commute to and from work. LGOP encourages reporting these emissions, however, because local governments can influence how their employees commute to work and therefore reduce emissions from this sector. For this reason, employee commute emissions were included in this report as an area where Foster City can make progress towards greenhouse gas emissions reductions.

To calculate emissions, Foster City administered a survey to all of its employees regarding their commute patterns and preferences. ICLEI then extrapolated the results of the survey (106 responses) to represent emissions from all employees (220). See Appendix C for a detailed description of the survey and methods used to calculate emissions.

In 2005, employees commuting in vehicles to and from their jobs at the City emitted an estimated 773 metric tons of CO_2e. See Table 3.9 for a breakdown of emissions from responding employees and estimated emissions from all employee commutes, as well as the total and average miles traveled to work by employees.

Table 3.9: Emissions from Employee Commutes

	Greenhouse Gas Emissions (metric tons CO_2e)	Estimated Vehicle Miles Traveled to Work	Average Estimated Vehicle Miles Traveled to Work
All Employees (estimated)	773	1,372,182	6,237

Section Four: Conclusion

Conclusion

By committing itself to the Silicon Valley Climate Protection Partnership and through its previous actions on sustainability, Foster City has taken bold steps toward reducing its impacts on the environment. Staff and policymakers have chosen to take a leadership role in addressing climate change, and this leadership will allow the City to make tough decisions to create and implement innovative approaches to reduce its emissions. With increasing guidance and support from the state and the federal governments, Foster City should be increasingly empowered to make the necessary changes to promote its vision for a more sustainable future.

This inventory provides an important foundation for Foster City's comprehensive approach to reducing the greenhouse gas emissions from its operations. Specifically, this inventory serves to:

- Establish a baseline for setting emissions reductions targets.
- Identify the largest sources of emissions from local government operations.

This conclusion discusses the inventory as a baseline for emissions targets and suggests steps for the City to move forward to reduce emissions from its internal operations.

4.1 Toward Setting Emissions Reduction Targets

This inventory provides an emissions baseline against which Foster City can move forward to Milestone Two of ICLEI's Five Milestone process—setting emissions reduction targets for its municipal operations. The greenhouse gas emissions reduction target represents the percentage by which the City plans to reduce total greenhouse gas emissions in its government operations below base year levels by a chosen future target year. An example target might be a 30 percent reduction in emissions below 2005 levels by 2020. A target provides an objective toward which to strive and against which to measure progress. It allows a local government to quantify its commitment to fighting global warming—demonstrating that the jurisdiction is serious about its commitment and systematic in its approach.

In selecting a target, it is important to strike a balance between scientific necessity, ambition, and what is realistically achievable. Foster City will want to give itself enough time to implement chosen emissions reduction

measures—but note that the farther out the target year is, the more that Foster City should pledge to reduce. ICLEI recommends that regardless of the City's chosen long-term emissions reduction target (e.g., 15-year, 40-year), it should establish interim targets for every two- to three-year period. Near-term targets facilitate additional support and accountability, and help to ensure continued momentum around the City's local climate protection efforts.

4.1.1 State of California Targets and Guidance

An integral component of the State of California's climate approach has been establishing three core emissions reduction targets at the community level. While these targets are specific to the community-scale, they can be used to inform emissions targets for government operations as well. Figure 4.1 highlights adopted emissions targets for the State. The AB 32 Scoping Plan also provides further guidance on establishing targets for local governments; specifically the Plan suggests creating an emissions reduction goal of 15 percent below "current" levels by 2020. This target has informed many local government's emission reduction targets for municipal operations—most local governments in California with adopted targets have targets of 15 to 25 percent reductions under 2005 levels by 2020.

Figure 4.1: California Greenhouse Gas Reduction Targets

On June 1, 2005, California Governor Schwarzenegger signed Executive Order S-3-05 establishing climate change emission reductions targets for the State of California. The California targets are an example of near-, mid- and long-term targets:

Reduce emissions to 2000 levels by 2010
Reduce emissions to 1990 levels by 2020
Reduce emissions to 80 percent below 1990 levels by 2050

.

Appendices

The Local Government Operations Protocol

This inventory follows the standard outlined in the Local Government Operations Protocol, which was adopted in 2008 by the California Air Resources Board (ARB) and serves as the national standard for quantifying and reporting greenhouse emissions from local government operations. This and the other inventories conducted for the Silicon Valley Climate Protection partnership are the first to follow the LGOP, representing a step toward standardizing how inventories are conducted and reported.

A.1 Local Government Operations Protocol

A.1.1 Background

In 2008, ICLEI, ARB, and the California Climate Action Registry (CCAR) released the LGOP to serve as a U.S. supplement to the International Emissions Analysis Protocol. The purpose of the LGOP is to provide the principles, approach, methodology, and procedures needed to develop a local government operations greenhouse gas emissions inventory. It leads participants through the process of accurately quantifying and reporting emissions, including providing calculation methodologies and reporting guidance. LGOP guidance is divided into three main parts: identifying emissions to be included in the inventory, quantifying emissions using best available estimation methods, and reporting emissions.

The overarching goal of the LGOP is to allow local governments to develop emissions inventories using standards that are consistent, comparable, transparent, and recognized nationally, ultimately enabling the measurement of emissions over time. The creators of the LGOP adopted five overarching accounting and reporting principles toward this end: relevance, completeness, consistency, transparency and accuracy. Methodologies that did not adhere to these principles were either left out of the LGOP or included as Scope 3 emissions. The LGOP was created solely to standardize how emissions inventories are conducted and reported; as such it represents a currently accepted standard for inventorying emissions but does not contain any legislative or program-specific requirements.

Mandates on local governments by the State of California or any other legislative body do not currently exist, and California local governments are not currently required to inventory their emissions. Program-specific requirements, such as ICLEI's Milestones or CCAR's reporting protocol, are addressed in the LGOP but should not be confused with the LGOP itself.

Also, while the LGOP standardizes inventories from government operations, it does not seek to be a wholly accurate inventory of all emissions sources, as certain sources are currently excluded or otherwise impossible to accurately estimate. This and all emissions inventories therefore represent a best estimate of emissions using best available data and calculation methodologies; it does not provide a complete picture of all emissions resulting from a city's operations, and emissions estimates are subject to change as better data and calculation methodologies become available in the future.

A.1.2 Organizational Boundaries

Setting an organizational boundary for greenhouse gas emissions accounting and reporting is an important first step in the inventory process. The organizational boundary for the inventory determines which aspects of operations are included in the emissions inventory, and which are not. Under the LGOP, two control approaches are used for reporting emissions: operational control or financial control. A local government has operational control over an operation if it has full authority to introduce and implement its operating policies at the operation. A local government has financial control if the operation is fully consolidated in financial accounts. If a local government has joint control over an operation, the contractual agreement has to be examined to see who has authority over operating policies and implementation, and thus the responsibility to report emissions under operational control.[14] Local governments must choose which approach is the most applicable and apply this approach consistently throughout the inventory.

While both control approaches are acceptable, there may be some instances in which the choice may determine whether a source falls inside or outside of a local government's boundary. The LGOP strongly encourages local governments to utilize operational control as the organization boundary for a government operations emissions inventory. Sources over which an organization has operational control are believed to most accurately represent the emissions sources that local governments can most directly influence, and this boundary is consistent with other environmental and air quality reporting program requirements. For this reason, all inventories in the Silicon Valley Climate Protection Partnership were conducted according to the operational control framework.

14 Please see Local Government Operations Protocol for more detail on defining your organizational boundary: http://www.icleiusa.org/programs/climate/ghg-protocol

A.1.3 Types of Emissions

The greenhouse gases inventoried in this report are described in Section 2.1 As described in the LGOP, emissions from each of the greenhouse gases can come from a number of source types:

Stationary or mobile combustion: Emissions resulting from on-site combustion of fuels (natural gas, diesel, gasoline, etc.) to generate heat, electricity, or to power vehicles and mobile equipment.

Purchased electricity: These are emissions produced by the generation of power from utilities outside of the jurisdiction.

Fugitive emissions: Emissions that result from the unintentional release of greenhouse gases into the atmosphere (e.g., leaked refrigerants, methane from waste decomposition, etc.).

Process emissions: Emissions from physical or chemical processing of a material (e.g., wastewater treatment).

A1.4 Quantifying Emissions

Emissions can be quantified two ways:

Measurement-based methodologies refer to the direct measurement of greenhouse gas emissions (from a monitoring system) emitted from a flue of a power plant, wastewater treatment plant, landfill, or industrial facility. This methodology is not generally available for most types of emissions and will only apply to a few local governments that have these monitoring systems.

The majority of the emissions recorded in the inventory can be and will be estimated using **calculation-based methodologies** to calculate their emissions using activity data and emission factors. To calculate emissions, the equation below is used:

Activity Data x Emission Factor = Emissions

Activity data refer to the relevant measurement of energy use or other greenhouse gas–generating processes such as fuel consumption by fuel type, metered annual energy consumption, and annual vehicle mileage by vehicle type. Emissions factors are calculated ratios relating emissions to a proxy measure of activity at an emissions source (e.g., CO_2 generated/kWh consumed). For a list of common emissions calculations see Table 2.2.

The guidelines in the LGOP are meant to provide a common method for local governments to quantify and report greenhouse gas emissions by using comparable activity data and emissions factors. However, the LGOP recognizes that local governments differ in how they collect data concerning their operations and that many are not able to meet the data needs of a given estimation method. Therefore, the LGOP outlines both “recommended” and “alternative”

methods to estimate emissions from a given source. In this system, recommended methods are the preferred method for estimating emissions, as they will result in the most accurate estimate for a given emission source. Alternative methods often require less intensive data collection, but are likely to be less accurate. This approach allows local governments to estimate emissions based on the data currently available to them. It also allows local governments that are unable to meet the recommended methods to begin developing internal systems to collect the data needed to meet these methods.

This inventory has used the recommended activity data and emissions factors wherever possible, using alternative methods where necessary. For details on the methodologies used for each sector, see Appendix B.

A.1.5 Reporting Emissions

A.1.5.1 Significance Thresholds

Within any local government's own operations there will be emission sources that fall within Scope 1 and Scope 2 that are minimal in magnitude and difficult to accurately measure. Within the context of local government operations, emissions from leaked refrigerants, backup generators and other septic tanks may be common sources of these types of emissions. For these small, difficult to quantify emission sources, the LGOP specifies that up to 5 percent of total emissions can be reported using estimation methods not outlined in the LGOP.[15]

In this report, the following emissions fell under the significance threshold and were reported using best available methods:

- Scope 1 CH_4 and N_2O emissions from vehicle fleet and transit fleet

A.1.5.2 Units Used in Reporting Emissions

The LGOP requires reporting of individual gas emissions, and this reporting is included in Appendix B. In this narrative report, emissions from all gases released by an emissions source (e.g., stationary combustion of natural gas in facilities) are combined and reported in metric tons of carbon dioxide equivalent (CO_2e). This standard is based on the global warming potential (GWP) of each gas, which is a measure of the amount of warming a greenhouse gas may cause, measured against the amount of warming caused by carbon dioxide. For the GWPs of reported greenhouse gases, see Table 2.1.

15 In the context of registering emissions with an independent registry (such as the California Climate Action Registry), emissions that fall under the significance threshold are called *de minimis*. This term, however, is not used in the LGOP and was not used in this inventory.

A.1.5.3 Information Items

Information items are emissions sources that, for a variety of reasons, are not included as Scope 1, 2, or 3 emissions in the inventory. In order to provide a more complete picture of emissions from Foster City's operations, however, these emissions should be quantified and reported.

In this report, the following emissions are included as information items (emission quantities are reported in Appendix B):

- Ozone depleting chemical used as refrigerants (R-22 and Halon 1211)

A common emission that is categorized as an information item are carbon dioxide emissions caused by the combustion of biogenic fuels. Local governments will often burn fuels that are of biogenic origin (wood, landfill gas, organic solid waste, biofuels, etc.) to generate power. Common sources of biogenic emissions are the combustion of landfill gas from landfills or biogas from wastewater treatment plants, as well as the incineration of organic municipal solid waste at incinerators.

Carbon dioxide emissions from the combustion of biogenic fuels are not included in Scope 1 based on established international principles.[16] These principles indicate that biogenic fuels (e.g., wood, biodiesel), if left to decompose in the natural environment, would release CO_2 into the atmosphere, where it would then enter back into the natural carbon cycle. Therefore, when wood or another biogenic fuel is combusted, the resulting CO_2 emissions are akin to natural emissions and should therefore not be considered as human activity-generated emissions. The CH_4 and N_2O emissions, however, would not have occurred naturally and are therefore included as Scope 1 emissions.

A.2 Baseline Years

Part of the local government operations emissions inventory process requires selecting a "performance datum" with which to compare current emissions, or a base year. Local governments should examine the range of data they have over time and select a year that has the most accurate and complete data for all key emission sources. It is also preferable to establish a base year several years in the past to be able to account for the emissions benefits of recent actions. A local government's emissions inventory should comprise all greenhouse gas emissions occurring during a selected *calendar* year.

For the Silicon Valley Climate Protection Partnership inventories, 2005 was chosen as the baseline year, since this year is increasingly becoming the standard for such inventories; the 1990 baseline year for California is usually difficult for most local governments to meet and would not produce the most accurate inventory.

16 Methane and nitrous oxide emissions from biogenic fuels are considered Scope 1 stationary combustion emissions and are included in the stationary combustion sections for the appropriate facilities.

After setting a base year and conducting an emissions inventory for that year, local governments should make it a practice to complete a comprehensive emissions inventory on a regular basis to compare to the baseline year. ICLEI recommends conducting an emissions inventory at least every five years.

LGOP Standard Report

Local Government Operations Standard Inventory Report

1. Local Government Profile

Back To Intro

Jurisdiction Name:	City of Foster City
Street Address:	610 Foster City Boulevard
City, State, ZIP, Country:	Foster City, CA 94404
Website Address:	www.fostercity.org
Size (sq. miles):	4.2
Population:	30,000
Annual Budget:	62,000,000 (all funds)
Employees (Full Time Equivalent):	213
Climate Zone:	Zone 4*
Annual Heating Degree Days:	3016**
Annual Cooling Degree Days:	145**
Lead Inventory Contact Name:	Kristi Chappelle
Title:	Assistant City Manager
Department:	City Manager
Email:	kchappelle@fostercity.org
Phone Number:	650-286-3213

Services Provided:

☐ Water treatment	☑ Mass transit (buses)	☐ Hospitals	☐ Natural gas utility
☑ Water distribution	☐ Mass transit (light rail)	☐ Airport	☐ Other (Specify below)
☑ Wastewater treatment	☐ Mass transit (ferries)	☐ Seaport/shipping terminal	
☑ Wastewater collection	☐ Schools (primary/secondary)	☐ Marina	
☐ Electric utility	☐ Schools (colleges/universities)	☐ Stadiums/sports venues	
☑ Fire Protection	☑ Solid waste collection	☐ Convention center	
☑ Police	☐ Solid waste disposal	☑ Street lighting and traffic signals	

*For Commercial Buildings as found at www.eia.doe.gov/emeu/cbecs/climate_zones.html
** Figures are for San Francisco Airport as found at www.climate-zone.com/climate/united-states/california/san-francisco-airport/

Local Government Description:

The City of Foster City is a full-service municipality providing the full range of public services (police, fire, public works, planning, building, and related services) for its 30,000 residents.

2. GHG Inventory Details

Reporting Year:	2005
Protocol Used:	Local Government Operations Protocol, Version 1.0 (September 2008)
Control Approach:	e.g. Operational Control

GHG Emissions Summary (All Units in Metric Tons Unless Stated Otherwise)

Note: CO_2e totals listed here are summed totals of the estimated emissions of each inventoried gas based upon their global warming potentials (Appendix E of LGOP)

BUILDINGS & OTHER FACILITIES

SCOPE 1

	CO_2e	CO_2	CH_4	N_2O	HFCs	PFCs	SF_6
Stationary Combustion	328.499	327.565	0.032	0.001			
Fugitive Emissions							
Total Direct Emissions from Buildings & Facilities	328.499	327.565	0.032	0.001	0.000	0.000	0.000

SCOPE 2

	CO_2e	CO_2	CH_4	N_2O
Purchased Electricity	478.459	474.560	0.028	0.011
Purchased Steam				
District Heating & Cooling				
Total Indirect Emissions from Buildings & Facilities	478.459	474.560	0.028	0.011

STREETLIGHTS AND TRAFFIC SIGNALS

SCOPE 2

	CO_2e	CO_2	CH_4	N_2O
Purchased Electricity	406.250	402.939	0.024	0.009
Total Indirect Emissions from Streetlights and Traffic Signals	406.250	402.939	0.024	0.009

WATER DELIVERY FACILITIES

SCOPE 1

	CO_2e	CO_2	CH_4	N_2O	HFCs	PFCs	SF_6
Stationary Combustion	173.052	172.609	0.016	0.000			
Total Direct Emissions from Water Delivery Facilities	173.052	172.609	0.016	0.000	0.000	0.000	0.000

SCOPE 2

	CO_2e	CO_2	CH_4	N_2O
Purchased Electricity	305.277	302.789	0.018	0.007
Purchased Steam				
District Heating & Cooling				
Total Indirect Emissions from Water Delivery Facilities	305.277	302.789	0.018	0.007

VEHICLE FLEET

SCOPE 1

	CO_2e	CO_2	CH_4	N_2O	HFCs	PFCs
Mobile Combustion	687.459	675.907	0.043	0.034		
Fugitive Emissions						
Total Direct Emissions from Vehicle Fleet	687.459	675.907	0.043	0.034	0.000	0.000

TRANSIT FLEET

SCOPE 1

	CO_2e	CO_2	CH_4	N_2O	HFCs	PFCs
Mobile Combustion	13.573	13.243	0.001	0.001		
Fugitive Emissions						
Total Direct Emissions from Vehicle Fleet	13.573	13.243	0.001	0.001	0.000	0.000

WASTE GENERATION

SCOPE 3

	CO_2e
Waste All Facilities	145.827

INDICATORS		
	Short tons of solid waste accepted for disposal	575

EMPLOYEE COMMUTE

SCOPE 3

	CO_2e
Mobile Combustion	772.900

INFORMATION ITEMS

	CO_2e
Refrigerant - Halon 1211	1.179
Refrigerant - R-22	18.507
Total	19.686

Total Emissions

	CO_2e	CO_2	CH_4	N_2O	HFCs	PFCs	SF_6
SCOPE 1	1,202.583	1,189.324	0.093	0.036	0.000	0.000	0.000
SCOPE 2	1,189.986	1,180.288	0.070	0.027			
SCOPE 3	918.727						
INFORMATION ITEMS	19.686						

POSSIBLE SOURCES OF OPTIONAL SCOPE 3 EMISSIONS

- Employee Commute
- Employee Business Travel
- Emissions From Contracted Services
- Upstream Production of Materials and Fuels
- Upstream and Downstream Transportation of Materials and Fuels
- Waste Related Scope 3 Emissions
- Purchase of Electricity Sold to an End User
- Transmission and Distribution Losses from Consumed Electricity
- Other Scope 3

POSSIBLE INFORMATION ITEMS

- Biogenic $C0_2$ from Combustion
- Carbon Offsets Purchased
- Carbon Offsets Sold
- Renewable Energy Credits (Green Power) Purchased
- Renewable Energy Credits Sold (GreenPower)
- Ozone-depleting Refrigerants/Fire Suppressants not in LGOP
- Other Information Items

Local Government Operations Standard Inventory Report

3. Activity Data Disclosure

Every emission source must be accompanied by a reference for the activity data. This worksheet is meant to assist in recording activity data and the methods used to gather those data for government operations. Activity data represent the magnitude of human activity resulting in emissions; data on energy use, fuel consumtion, vehicle miles traveled, and waste generation are all examples of activity data that are used to compute GHGs. Detailed disclosure should be made of the activity data used and at what quantities. This disclosure should also cite the source(s) of the data and the methodology used, including whether that methodology is a recommended method or an alternate method.

Deviations from the primary methodology should be explained in detail. All assumptions and estimations should be cited as such. Local governments may also use this space in the reporting format to discuss the rationale for the inclusion or exclusion of optional inventory components. It is good practice to include appropriate citations (such as website URL, report title, etc) and all contact information that is necessary to verify the source and accuracy of the activity data.

BUILDINGS & OTHER FACILITIES (Chapter 6)

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Natural Gas	CO_2e					
	CO_2	Primary	Known fuel use	56,287	therms	PG&E
	CH_4	Primary	Known fuel use	56,287	therms	PG&E
	N_2O	Primary	Known fuel use	56,287	therms	PG&E
	HFCs					
	PFCs					
	SF_6					
Generators	CO_2e					
	CO_2	Alternate	Known fuel use-2007 proxy data	2,850	gallons	Andra Lorenz, Management Analyst
	CH_4	ALternate	Known fuel use-2007 proxy data	2,850	gallons	Andra Lorenz, Management Analyst
	N_2O	Alternate	Known fuel use-2007 proxy data	2,850	gallons	Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Electricity	CO_2e					
	CO_2	Primary	Known Electricity Use	2,138,822	kWh	PG&E
	CH_4	Primary	Known Electricity Use	2,138,822	kWh	PG&E
	N_2O	Primary	Known Electricity Use	2,138,822	kWh	PG&E
	HFCs					
	PFCs					
	SF_6					

STREETLIGHTS AND TRAFFIC SIGNALS (Chapter 6.2)

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Electricity	CO_2e					
	CO_2	Primary	Known Electricity Use	1,816,027	kWh	PG&E
	CH_4	Primary	Known Electricity Use	1,816,027	kWh	PG&E
	N_2O	Primary	Known Electricity Use	1,816,027	kWh	PG&E
	HFCs					
	PFCs					
	SF_6					

WATER DELIVERY FACILITIES (Chapter 6)

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Natural Gas	CO_2e					
	CO_2	Primary	Known Fuel Use	32,531	therms	PG&E
	CH_4	Primary	Known Fuel Use	32,531	therms	PG&E
	N_2O	Primary	Known Fuel Use	32,531	therms	PG&E
	HFCs					
	PFCs					
	SF_6					

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Electricity	CO_2e					
	CO_2	Primary	Known Electricity Use	1,364,658	kWh	PG&E
	CH_4	Primary	Known Electricity Use	1,364,658	kWh	PG&E
	N_2O	Primary	Known Electricity Use	1,364,658	kWh	PG&E
	HFCs					
	PFCs					
	SF_6					

VEHICLE FLEET (Chapter 7)

SCOPE 1

Mobile Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Gasoline	CO_2e					
	CO_2	Primary	Known Fuel Use	63,926	gallons	Andra Lorenz, Management Analyst
	CH_4	Alternate	Known Fuel Use	63,926	gallons	Andra Lorenz, Management Analyst
	N_2O	Alternate	Known Fuel Use	63,926	gallons	Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					
Diesel	CO_2e					
	CO_2	Primary	Known Fuel Use	11,143	gallons	Andra Lorenz, Management Analyst
	CH_4	Alternate	Known Fuel Use	11,143	gallons	Andra Lorenz, Management Analyst
	N_2O	Alternate	Known Fuel Use	11,143	gallons	Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					

TRANSIT FLEET (Chapter 7)

SCOPE 1

Mobile Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Gasoline	CO_2e					
	CO_2	Primary	Known Fuel Use	1,504	gallons	Andra Lorenz, Management Analyst
	CH_4	Alternate	Known Fuel Use	1,504	gallons	Andra Lorenz, Management Analyst
	N_2O	Alternate	Known Fuel Use	1,504	gallons	Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					

WASTE GENERATION (Scope 3)

SCOPE 3

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Generated Waste	CH_4	Alternate	Estimated waste weight based upon volume and number of containers; 2006 proxy data used	575	tons	Jennifer Chicconi, Allied Waste

EMPLOYEE COMMUTE (Scope 3)

SCOPE 3

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Gasoline	CO_2e					
	CO_2	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	80,350	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	CH_4	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	80,350	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	N_2O	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	80,350	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					

Diesel	CO_2e					
	CO_2	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	4,792	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	CH_4	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	4,792	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	N_2O	Alternate	Proxy Year Estimated Fuel Use-based upon daily vehicle miles traveled for all repspondents extrapolated to represent all local government employees	4,792	gallons	Online and paper surveys of all employees; see Appendix C of Narrative report for examples; Data in posession of 'Andra Lorenz, Management Analyst
	HFCs					
	PFCs					
	SF_6					

INFORMATION ITEMS

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Resource Quantity	Fuel Unit	Data Sources and References
Ozone Depleting Refrigerants	Halon 1211	Primary	Mass Balance Method	2	lbs	Manny Hernandez, Maintenance Superintendent
	R-22	Primary	Mass Balance Method	24	lbs	Manny Hernandez, Maintenance Superintendent

POSSIBLE SOURCES OF OPTIONAL SCOPE 3 EMISSIONS

Employee Commute
Employee Business Travel
Emissions From Contracted Services
Upstream Production of Materials and Fuels
Upstream and Downstream Transportation of Materials and Fuels
Waste Related Scope 3 Emissions
Purchase of Electricity Sold to an End User
Transmission and Distribution Losses from Consumed Electricity
Other Scope 3

POSSIBLE INFORMATION ITEMS

Biogenic $C0_2$ from Combustion
Carbon Offsets Purchased
Carbon Offsets Sold
Renewable Energy Credits (Green Power) Purchased
Renewable Energy Credits Sold (GreenPower)
Ozone-depleting Refrigerants/Fire Suppressants not in LGOP
Other Information Items

Local Government Operations Standard Inventory Report

ICLEI Local Governments for Sustainability

4. Calculation Methodology Disclosure

In addition to activity data, every emission source must be accompanied by the emission factor used, a reference for each emission factor, and the calculation methodology

BUILDINGS & OTHER FACILITIES (Chapter 6)

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Natural Gas	CO_2e			
	CO_2	Default	53.06 kg/MMBtu	LGOP v1 Table G.1
	CH_4	Default	5 g/MMBtu	LGOP v1 Table G.3
	N_2O	Default	0.1 g/MMBtu	LGOP v1 Table G.3
	HFCs			
	PFCs			
	SF_6			
Generators-Diesel	CO_2e			
	CO_2	Default	73.15 kg/MMBtu	LGOP v1 Table G.1
	CH_4	Default	11 g/MMBtu	LGOP v1 Table G.3
	N_2O	Default	.6 g/MMBtu	LGOP v1 Table G.3
	HFCs			
	PFCs			
	SF_6			

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Electricity	CO_2e			
	CO_2	Default	489.2 lbs/mWh	PG&E (2005); LGOP v1 Table G.5
	CH_4	Default	0.029 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	N_2O	Default	0.011 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	HFCs			
	PFCs			
	SF_6			

STREETLIGHTS AND TRAFFIC SIGNALS (Chapter 6.2)

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Electricity	CO_2e			
	CO_2	Default	489.2 lbs/mWh	PG&E (2005); LGOP v1 Table G.5
	CH_4	Default	0.029 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	N_2O	Default	0.011 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	HFCs			
	PFCs			
	SF_6			

WATER DELIVERY FACILITIES (Chapter 6)

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Natural Gas	CO_2e			
	CO_2	Default	53.06 kg/MMBtu	LGOP v1 Table G.1
	CH_4	Default	5 g/MMBtu	LGOP v1 Table G.3
	N_2O	Default	0.1 g/MMBtu	LGOP v1 Table G.3
	HFCs			
	PFCs			
	SF_6			

SCOPE 2

Purchased Electricity

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Electricity	CO_2e			
	CO_2	Default	489.2 lbs/mWh	PG&E (2005); LGOP v1 Table G.5
	CH_4	Default	0.029 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	N_2O	Default	0.011 lbs/mWh	PG&E (2004 proxy); LGOP v1 Table G.6
	HFCs			
	PFCs			
	SF_6			

VEHICLE FLEET (Chapter 7)

SCOPE 1

Mobile Combustion

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Gasoline	CO_2e			
	CO_2	Default	8.81 kg/gallon	LGOP v1 Table G.9
	CH_4	Alternate	0.13826 g/mi	LGOP v1 Table G.13
	N_2O	Alternate	0.10984 g/mi	LGOP v1 Table G.13
	HFCs			
	PFCs			
	SF_6			
Diesel	CO_2e			
	CO_2	Default	10.15 kg/gallon	LGOP v1 Table G.9
	CH_4	Alternate	0.0051 g/mi	LGOP v1 Table G.13
	N_2O	Alternate	0.0048 g/mi	LGOP v1 Table G.13
	HFCs			
	PFCs			
	SF_6			

TRANSIT FLEET (Chapter 7)

SCOPE 1

Mobile Combustion

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Gasoline	CO_2e			
	CO_2	Default	8.81 kg/gallon	LGOP v1 Table G.9
	CH_4	Alternate	0.03451 g/mi	LGOP v1 Table G.13
	N_2O	Alternate	0.04935 g/mi	LGOP v1 Table G.13
	HFCs			
	PFCs			
	SF_6			

WASTE GENERATION (Scope 3)

SCOPE 3

Emissions Source Name	GHG	Default/Alternate	Emission Factor	Emission Factor Sources and References
Generated Waste	CH_4	Alternate	Varies by waste type	EPA Waste Reduction Model http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_home.html; Public Administration waste charaterization provided by CIWMB

EMPLOYEE COMMUTE (Scope 3)

SCOPE 3

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Data Sources and References
Gasoline	CO_2e			
	CO_2	Default	8.81 kg/gallon	LGOP v1 Table G.9
	CH_4	Default	0.02990 g/mi (cars);	LGOP v1 Table G.13
	N_2O	Default	.03413 g/mi (cars);	LGOP v1 Table G.13
	HFCs			
	PFCs			
	SF_6			
Diesel	CO_2e			
	CO_2	Default	10.15 kg/gallon	LGOP v1 Table G.9
	CH_4	Default	0.0005 g/mi (cars)	LGOP v1 Table G.13
	N_2O	Default	.001 g/mi (cars)	LGOP v1 Table G.13
	HFCs			
	PFCs			
	SF_6			

INFORMATION ITEMS

SCOPE 1

Stationary Combustion

Emissions Source Name	GHG	Methodology Type	Methodology Name and Description	Data Sources and References
Ozone Depleting Refrigerants	Halon 1211	None	GWP-1300	http://www.epa.gov/ozone/science/ods/classone.html
	R-22	None	GWP-1700	http://www.epa.gov/ozone/science/ods/classone.html

POSSIBLE SOURCES OF OPTIONAL SCOPE 3 EMISSIONS	POSSIBLE INFORMATION ITEMS
Employee Commute	Biogenic $C0_2$ from Combustion
Employee Business Travel	Carbon Offsets Purchased
Emissions From Contracted Services	Carbon Offsets Sold
Upstream Production of Materials and Fuels	Renewable Energy Credits (Green Power) Purchased
Upstream and Downstream Transportation of Materials and Fuels	Renewable Energy Credits Sold (GreenPower)
Waste Related Scope 3 Emissions	Ozone-depleting Refrigerants/Fire Suppressants not in LGOP
Purchase of Electricity Sold to an End User	Other Information Items
Transmission and Distribution Losses from Consumed Electricity	
Other Scope 3	

Employee Commute

Emissions from employee commutes make up an important optional source of emissions from any local government's operations. The scale of emissions from employee commutes is often large in comparison with many other facets of local government operations, and local governments can affect how their employees get to and from work through a variety of incentives. For this reason, ICLEI recommends estimating emissions from employee commutes as part of a complete government operations greenhouse gas emissions inventory.

To assist in the data collection process, ICLEI provided the jurisdictions with both an online and a paper copy of an employee commute survey.[17] The questions in the survey were aimed at finding three categories of information:

- **Activity data** to calculate emissions from employee commute (vehicles miles traveled, vehicle type, vehicle model year) both current and in 2005.
- **Indicator data** to help Foster City understand how much time and money employees spend as they commute, as well as how many employees use alternative modes of transportation to get to work.
- **Policy data** that will serve as guidance for the City as it adopts policies aimed at reducing emissions from employee commutes. These questions asked employees for their interest in alternative modes of transportation as well as what policies would be most effective in allowing them to switch modes of transportation away from driving alone.

This section provides the emissions estimation methodology and both surveys. Individual survey results are in the possession of City staff.

C.1 Methodology Summary

The methodology for estimating the employee commute emissions portion of the inventory is similar to the mobile emissions methodology outlined in the mobile emissions section of Appendix B. Foster City administered the employee commute survey to 220 current employees working for the City, and 106 employees responded to the

17 The paper survey was administered only to employees that do not have access to a computer. The survey asked slightly different questions but was aimed at garnering the same emissions and policy-relevant data as the electronic survey.

survey (a response rate of 48 percent). The survey was administered in 2008 and current data was used as a proxy for 2005 data. Only full time employee data were included.

To calculate emissions, the survey collected the following information:

- The number of days and number of miles employees drive alone to work (one-way) in an average week
- The number of days they carpooled and how often they drove the carpool in an average week
- The vehicle type of their vehicle and the type of fuel consumed

These weekly data were then converted into annual VMT estimates by the following equation:

Number of days driven to work/week x to-work commute distance x 2 x 48 weeks worked/year

Actual CO_2e emissions from respondents' vehicles were calculated by converting vehicle miles traveled per week by responding employees into annual fuel consumption by fuel type (gasoline, diesel). The VMT data collected were converted to fuel consumption estimates using fuel economy of each vehicle type.[18]

ICLEI then extrapolated estimated fuel consumption to represent all 220 of Foster City's employees in 2005. This was a simple extrapolation, multiplying the estimated fuel consumption number by the appropriate factor to represent all current employees. Since 48 percent of employees responded, fuel consumption numbers were doubled to estimate fuel consumption for all employees. This is not a statistical analysis and no uncertainty has been calculated as there is uncertainty not only at the extrapolation point but also in the calculation of actual emissions. Therefore, the resulting calculated emissions should be seen as directional and not as statistically valid.

18 www.fueleconomy.gov

C.2 Electronic Employee Commute Survey

1. Introduction
The purpose of this survey is to gather information on your commute to work so your employer can offer the best transportation options to you while reducing the jurisdiction's impact on the environment. The survey should take no more than 15 minutes.

Unless otherwise indicated, all questions refer to a ONE-WAY commute TO WORK only. Please do not include any traveling you do during work hours (meetings, site visits, etc). Any question with an asterisk (*) next to it requires an answer in order to proceed.

Please note that this survey is completely anonymous. We will not collect or report data on any individuals who respond to the survey.

Thank you very much.

2. Workplace
Please provide the following information regarding your workplace. Click "Next" at the bottom when finished or click "Prev" to go back.

*1. What local government do you currently work for?
Atherton
Belmont
Brisbane
Burlingame
Campbell
Colma
Cupertino
Daly City
East Palo Alto
Foster City
Gilroy
Half Moon Bay
Los Altos
Los Gatos
Milpitas
Mountain View
Pacifica
Portola Valley
Redwood City
San Bruno
San Carlos
San Mateo County
Santa Clara
Santa Clara County
Santa Cruz County
Saratoga
South San Francisco
Woodside

*2. What department do you work in?

3. Commuter Background Information
Please provide the following information regarding your background. Click "Next" at the bottom when finished or click "Prev" to go back.

*1. What city/town do you live in?

*2. How many miles do you live from your place of work?
(please enter a whole number)

3. How many minutes does your commute to work typically take?
(please enter a whole number)

4. In a typical week, how much money do you spend on your ROUND TRIP commute? (transit fees, gas, tolls, etc-please enter a number)

5. If you drive to work, what type of vehicle do you usually drive?
Full-size auto
Mid-size auto
Compact/hybrid
Light truck/SUV/Pickup
Van
Heavy Truck
Motorcycle/scooter

6. What year is your vehicle?
(please enter a four digit year)

7. What type of fuel does your vehicle use?
Gas
Diesel
Biodiesel (B20)
Biodeisel (B99 or B100)
Electric
Other (please specify-if Ethanol please indicate grade)

4. Employment Information
Please provide the following information regarding your employment. Click "Next" at the bottom when finished or click "Prev" to go back.

1. Do you typically travel to work between 6-9 am Monday-Friday?
Yes
No
If No, please specify what time of day you commute:

2. Does your position allow you to have flexible hours or to telecommute?
Yes
No

*3. Are you a full time employee or part time employee?
Full
Part

5. Part Time Employees
Please provide the following information regarding your part time employment. Click "Next" at the bottom when finished or click "Prev" to go back.

*1. What is the average number of days you work per week?
(please enter a number)

6. Current Daily Commute
Please provide the following information regarding your current daily commute. Click "Next" at the bottom when finished or click "Prev" to go back.

*1. In a typical week, do you drive to work alone at least once?
Yes
No

7. Drive Alone
Click "Next" at the bottom when finished or click "Prev" to go back.

*1. How many DAYS a week do you drive alone to work?
(please enter a number)

*2. How many MILES PER DAY do you drive TO WORK ONLY?
(please enter a number)

8. Carpool
Click "Next" at the bottom when finished or click "Prev" to go back.

*1. In a typical week, do you carpool to work at least once?
Yes
No

9. Carpool
*1. How many DAYS a week do you carpool?
(please enter a number)

*2. How many MILES do you drive TO WORK ONLY when you carpool?
(please enter a number)

3. How many PEOPLE are in your carpool?
(please enter a number)

*4. How many DAYS a week are you the driver of the carpool?
(please enter a number)

10. Public Transit
*1. In a typical week, do you take public transit to work at least once?
Yes
No

11. Public Transit
*1. How many DAYS a week do you take public transit TO WORK?
(please enter a number)

2. What type of public transit do you take TO WORK?
SamTrans
BART
Caltrain
VTA Bus
VTA Rail
ACE Train
Capitol Corridor
City Operated Transit
Paratransit
Other (please specify)

12. Bike/Walk
*1. In a typical week, do you bike or walk to work at least once?
Yes
No

13. Bike/Walk
1. How many DAYS a week do you bike to work?
(please enter a number)

2. How many DAYS a week do you walk to work?
(please enter a number)

14. Telecommute

1. If you telecommute:
How many DAYS do you telecommute in a typical week?
(please enter a number)
If you do not telecommute, leave this question blank.

15. Commute in Base Year
Please provide the following information regarding your commute in 2005.

*1. Did you work for us in 2005?
Yes
No

16. Commute in Base Year
Please provide the following information regarding your commute in your base year.

*1. In 2005, did you typically commute by the same mode(s) as you do now?
Yes
No

17. Commute in Base Year
Please provide the following information regarding your commute change.

1. Why did you change your commute mode?

18. 2005 Daily Commute
Please provide the following information regarding your 2005 daily commute.

*1. In 2005, did you typically drive to work alone at least once a week?
Yes
No

19. Drive Alone
*1. In 2005, how many DAYS a week did you typically drive alone?
(please enter a number)

*2. In 2005, how many MILES a day did you typically drive TO WORK ONLY?
(please enter a number)

20. Carpool
*1. In 2005, did you carpool at least once in a typical week?
Yes
No

21. Carpool
*1. In 2005, how many DAYS did you typically carpool in a week?
(please enter a number)

*2. In 2005, how many MILES did you typically drive TO WORK when you carpooled?
(please enter a number)

*3. In 2005, how many DAYS in a typical week were you the driver of your carpool?
(please enter a number)

22. Public Transit
*1. In 2005, did you typically take public transit to work at least once a week?
Yes
No

23. Public Transit
*1. In 2005, how many days in a typical week did you take public transit TO WORK?
(please enter a number)

2. In 2005, what type of public transit did you take TO WORK?
SamTrans
BART
VTA Bus
VTA Rail
ACE Train
Capitol Corridor
City Operated Transit
Paratransit
Other (please specify)

24. Bike/Walk
*1. In 2005, did you typically bike or walk to work at least once a week?
Yes
No

25. Bike/Walk
1. In 2005, how many DAYS did you typically bike to work in a week?
(please enter a number)

2. In 2005, how many DAYS did you typically walk to work in a week?
(please enter a number)

26. Telecommute
1. If you telecommuted in 2005:
How many DAYS in a typical week in 2005 did you telecommute?
(please enter a number)
If you did not telecommute in 2005, leave this question blank.

27. Commute Preference Information
Please answer the following questions regarding your CURRENT commute.

1. Why have you chosen your current commute mode?

2. Would you consider taking any of the following transportation modes? (check all that apply):
Public Transportation
Carpooling
Vanpooling
Bicycling
Walking
Other (please specify)

*3. Is there a transit route that you would use to commute by public transit?
Yes
No

4. If no to question 3, please explain why not.

5. If you drive alone, which, if any, of the following benefits would encourage you to take alternative forms of transportation? (check all that apply)
Vanpool/carpool incentives
Pre-tax transit checks
Parking cash-out (reimbursement to give up your parking spot)
Improved transit options
Improved walking routes/conditions
Telecommuting option
Free/inexpensive shuttle
Free public transit benefit
Subsidizing bicycle purchase
Improved bike routes/conditions
Better information about my commute options
None of the above
Other (please specify)

28. Comments

1. If you have other concerns or issues related to your commute, or if something we should know about was not captured in any survey questions, please describe below.

29. Thank You
Thank you for responding to this survey!

C.3 Paper Employee Commute Survey

Foster City Employee Commute Survey

<Date>:

To all of our employees:

As you may be aware, Foster City is actively working to reduce its impact on the environment. As part of this effort, we are collecting information on our employee's commuting patterns and preferences. This will help us to better understand what impact our employees' commutes are having on climate change *and* to provide ways to make your commute easier and less expensive.

Please take 15 minutes to fill out this survey created by ICLEI-Local Governments for Sustainability. **Please complete the survey by *<due date>* and return to *<name>* in the *<department>*.**

This survey is completely anonymous. We will not be collecting or reporting any individual responses.

If you have any questions regarding the survey, please feel free to contact me at *<phone number>.*

Thank you very much,

<Your name>

Foster City Employee Commute Survey

Unless otherwise indicated, all questions refer to a one-way commute to work only. Please do not include any traveling you do during work hours (e.g., meetings, site visits, etc). Asterisks (*) indicate questions that require an answer.

A. Commuter Background Information

1. About how many miles do you live from work?
   _____

2. What city/town do you live in?
   _____

* *3.* If you drive to work, what type of vehicle do you usually drive? (check one) If you don't drive to work, skip to Section B.

❑ Full size auto ❑ Compact/hybrid ❑ Heavy truck

❑ Mid size auto ❑ SUV/Pickup ❑ Other_____

* 4. What year was your vehicle manufactured?
   _____

* 5. What type of fuel does your vehicle use? (if biodiesel or ethanol, specify grade)_____

B. Estimate Your Current Commute for a typical work week.

* 1. Please enter below the number of days per week you use each type of commute mode and the number of miles you travel each day ***to work only*** in a typical week:

Commute Mode	Drive Alone	Carpool	Vanpool	Public Transit	Bike	Walk	Other (specify)
Days per week you travel *to work* by this mode (max 7)							
Miles Traveled *to work per day* in this mode							

2. How much does your ***round trip*** commute cost per week?
   $_____

3. How many minutes does your commute to work typically take?
   _____

4. If you take public transit, what transit agency do you use?
   _____

*5. If you carpool to work, how many days in a typical week are you the driver?
   _____

6. How many days do you telecommute in a typical week?

_____

C. Employment Information (check one answer for each question)

1. Are you a full time or part time employee? ❑ Full ❑ Part
2. Do you typically travel to work between 6-9 a.m.? ❑ Y ❑ N
3. Does your position allow you to have flexible hours or to telecommute? ❑ Y ❑ N
4. What department do you work for?

_____

5. **D. Your Commute *in 2005***

*1. Did you work for us in 2005? ❑ Y ❑ N

*2. If yes to Q.1, did you typically commute by the same mode(s) as you do now? ❑ Y ❑ N

*3. If no to Q.2, please enter the number of miles you traveled (*to work only*) in a typical week in 2005 below*:*

Commute Mode	Drive Alone	Carpool	Vanpool	Public Transit	Bike	Walk	Other
Days per Week (max 7)							
Miles Traveled *to Work* per Day							

If you commute differently now than in 2005, why did you change your commute mode?

_____

E. <u>Current</u> Commute Preference Information

1. Why have you chosen your <u>current</u> commute mode?

_____

2. Would you consider taking any of the following transportation modes?(check all that apply):

❑ Carpooling ❑ Vanpooling ❑ Bicycling

❑ Public transit ❑ Walking ❑ Other_____

3. a. Is there a transit route that you would use to commute by public transit? ❑ Y ❑ N

b. If not, please explain:

_____

_____

4. If you drive alone, which, if any, of the following benefits would encourage you to take alternative forms of transportation? (check all that apply)

❑ Vanpool/carpool incentives	❑ Free/inexpensive shuttle
❑ Pre-tax transit checks	❑ Free public transit benefit
❑ Parking cash-out (reimbursement to give up your parking spot)	❑ Subsidized bicycle purchase
❑ Improved transit options	❑ Improved bike routes/conditions
❑ Improved walking routes/conditions	❑ Better information about my commute options
❑ Telecommuting option	❑ Other_____

5. Other comments?

_____

_____

Government-Generated Solid Waste Methodology

Emissions from the waste sector are an estimate of methane generation that will result from the anaerobic decomposition of all organic waste sent to landfill in the base year. It is important to note that although these emissions are attributed to the inventory year in which the waste is generated, the emissions themselves will occur over the 100+ year timeframe that the waste will decompose. This frontloading of emissions is the approach taken by EPA's Waste Reduction Model (WARM). Attributing all future emissions to the year in which the waste was generated incorporates all emissions from actions taken during the inventory year into that year's greenhouse gas release. This facilitates comparisons of the impacts of actions taken between inventory years and between jurisdictions. It also simplifies the analysis of the impact of actions taken to reduce waste generation or divert it from landfills.

D.1 Estimating Waste Tonnages from Foster City's Operations

Like most local governments, Foster City does not directly track the amount of waste generated from its operations. Therefore, to estimate the amount of waste generated, ICLEI worked with Allied Waste, the hauler of waste for Foster City in 2005. The amount of waste was estimated by compiling pick-up accounts owned by the City. Garbage trucks do not weigh waste at each pick-up, therefore, it is not possible to directly track disposal figures in mass per facility. Mass of waste generation was estimated using volumetric container size (gallons, yards, etc.) data, along with pick-up frequency and average fill of containers. These data produced a comprehensive annual volumetric figure, which was then converted to mass using standard conversion factors supplied by the California Integrated Waste Management Board (CIWMB). Estimated waste *generation* was converted to final *disposal* (quantity sent to landfill) by applying average waste diversion percentages for each account. Where applicable, self-haul waste (waste brought directly from the local government to landfills) was included as part of this total.

D.2 Emissions Calculation Methods

As some types of waste (e.g., paper, plant debris, food scraps, etc.) generate methane within the anaerobic environment of a landfill and others do not (e.g., metal, glass, etc.), it is important to characterize the various components of the waste stream. Waste characterization for government-generated solid waste was estimated using the CIWMB's 2004 statewide waste characterization study.[19]

Most landfills in the Bay Area capture methane emissions either for energy generation or for flaring. The EPA estimates that 60 percent to 80 percent[20] of total methane emissions are recovered at the landfills to which Foster City sends its waste. Following the recommendation of the LGOP, ICLEI adopted a 75 percent methane recovery factor.

Recycling and composting programs are reflected in the emissions calculations as reduced total tonnage of waste going to the landfills. The model, however, does not capture the associated emissions reductions in "upstream" energy use from recycling as part of the inventory.[21] This is in-line with the "end-user" or "tailpipe" approach taken throughout the development of this inventory. It is important to note that recycling and composting programs can have a significant impact on greenhouse gas emissions when a full lifecycle approach is taken. Manufacturing products with recycled materials avoids emissions from the energy that would have been used during extraction, transporting and processing of virgin material.

D.2.1 Methane Commitment Method

CO_2e emissions from waste disposal were calculated using the methane commitment method outlined in the EPA WARM model. This model has the following general formula:

$CO_2e = W_t * (1-R)A$

Where:

W_t is the quantity of waste type "t"

R is the methane recovery factor,

A is the CO_2e emissions of methane per metric ton of waste at the disposal site (the methane factor)

19 CIWMB Waste Characterization Study-Public Administration Group available at http://www.ciwmb.ca.gov/WasteChar/BizGrpCp.asps.
20 AP 42, section 2.4 Municipal Solid Waste, 2.4-6, http://www.epa.gov/ttn/chief/ap42/index.html
21 "Upstream" emissions include emissions that may not occur in your jurisdiction resulting from manufacturing or harvesting virgin materials and transportation of them.

While the WARM model often calculates upstream emissions, as well as carbon sequestration in the landfill, these dimensions of the model were omitted for this particular study for two reasons:

This inventory functions on an end-use analysis, rather than a life-cycle analysis, which would calculate upstream emissions), and this inventory solely identifies emissions sources, and no potential sequestration "sinks."

Conducting a Monitoring Inventory

The purpose of this appendix is to assist City staff in conducting a monitoring inventory to measure progress against the baseline established in this inventory report. Conducting such an inventory represents milestone five of the Five-Milestone Process, and allows a local government to assess how well it is progressing toward achieving its emissions reduction targets.

This inventory was conducted by ICLEI in conjunction with 'Andra Lorenz, Management Analyst at Foster City, who served as the lead data gathering coordinator for the inventory. To facilitate a monitoring inventory, ICLEI has documented all of the raw data, data sources, and calculation methods used in this inventory. Future inventories should seek to replicate or improve upon the data and methods used in this inventory. Wherever possible, however, ICLEI strongly recommends institutionalizing internal data collection in order to be able to meet the recommended methods outlined in the LGOP.

E.1 ICLEI Tools for Local Governments

ICLEI has created a number of tools for Foster City to use to assist in future monitoring inventories. These tools were designed specifically for the Silicon Valley Climate Protection Partnership, and comply with the methods outlined in the LGOP. These tools are designed to work in conjunction with LGOP, which is, and will remain, the primary reference document for conducting an emissions inventory. These tools include:

- A "master data sheet" that contains most or all of the raw data (including emails), data sources, emissions calculations, data templates, notes on inclusions and exclusions, and reporting tools (charts and graphs and the excel version of LGOP reporting tool).
- A copy of all electronic raw data, such as finance records or Excel spreadsheets.
- The LGOP reporting tool (included in the master data sheet and in Appendix B) that has all activity data, emissions factors, and methods used to calculate emissions for this inventory.

- Sector-specific instructions that discuss the types of emissions, emissions calculations methods, and data required to calculate emissions from each sector, as well as instructions for using the data collection tools and calculators in the master data sheet.
- The appendices in this report include detailed methodologies for calculating emissions from Scope 3 employee commute and government-generated solid waste, as well as two versions of the employee commute survey.

It is also important to note that all ICLEI members receive on-demand technical assistance from their ICLEI liaison, which local staff should feel free to contact at any point during this process.

E.2 Relationship to Other Silicon Valley Climate Protection Partnership Inventories

While the emissions inventories for the 27 participating local governments were conducted simultaneously using the same tools, a local government operations inventory is based on data specific to each local government's operations. For this reason, data must be collected internally within each local government, and the availability of data (and thus emissions estimation methods) will vary between local governments.

That said, local governments in the Silicon Valley Climate Protection Partnership may benefit by cooperating during the re-inventorying process. For example, by coordinating inventories, they may be able to hire a team of interns to collectively perform the inventories – saving money in the process. In addition, local staff may be able to learn from each other during the process or conduct group training sessions if necessary. As a whole, the Silicon Valley Climate Protection Partnership provides the basis for a continuing regional platform for climate actions, and ICLEI recommends taking advantage of this opportunity during all climate actions, including conducting future greenhouse gas emissions inventories.

E.3 Improving Emissions Estimates

One of the benefits of a local government operations inventory is that local government staff can identify areas in their current data collection systems where data collection can be improved. For example, a local government may not directly track fuel consumption by each vehicle and instead will rely upon estimates based upon VMT or purchased fuel to calculate emissions. This affects both the accuracy of the emissions estimate and may have other implications for government operations as a whole.

During the inventory process, ICLEI and local government staff identified the following gaps in data that, if resolved, would allow Foster City to meet the recommended methods outlined in LGOP in future inventories.

- Direct tracking of refrigerants recharged into HVAC and refrigeration equipment
- Direct tracking of fire suppressants recharged into fire suppression equipment

- Fuel consumption by specific mobile equipment
- Refrigerants recharged into vehicles in the vehicle fleet

ICLEI encourages staff to review the areas of missing data and establish data collection systems for this data as part of normal operations. In this way, when staff are ready to re-inventory for a future year, they will have the proper data to make a more accurate emissions estimate.

E.4 Conducting the Inventory

ICLEI recommends the following approach for Silicon Valley Partnership local governments that wish to conduct a monitoring inventory:

Step 1: Identify a Climate Steward

This steward will be responsible for the jurisdiction's climate actions as a whole and could serve as an ICLEI liaison in all future climate work. In the context of a monitoring inventory, the steward will be responsible for initiating discussions on a new inventory.

Step 2: Determine which Sectors to Inventory

There are many ways to determine which sectors apply to a local government's operations, but the easiest to review will be the LGOP Standard Report, which is located both in Appendix B and in the master data sheet. This document clearly delineates which sectors will need to be inventoried within a local government's operations and which LGOP sectors do not apply to a jurisdiction.

Step 3: Gather Support: Identify Data Gathering Team and Leads

The inventory coordinator should work with the city/town/county administrator to identify all staff who will need to be part of the inventory. To facilitate this process, ICLEI has documented all people associated with the inventory in the master data sheet—these names are located in the final completed data form for each sector. Once this team has been identified, the inventory coordinator should hold a kickoff meeting with the administrator, all necessary staff, and relevant department heads which clearly communicates the priority of the inventory in relationship to competing demands. At this meeting, the roles of each person, including the inventory coordinator, should be established.

Step 4: Review Types of Emissions and Available Methodologies for Applicable Sectors

Local staff should review the LGOP and the instructions documents provided through this inventory to better understand the types of emissions for each sector (for example, within Mobile Emissions, CO_2 emissions and CH_4/N_2O emissions represent two different data requirements and emissions calculations methodologies). Each emissions type may have more than one possible estimation methodology, and it is important that the inventory

coordinator understands all possible methodologies and be able to communicate this to all parties assisting in the data gathering.

Step 5: Review Methodologies Used for the 2005 Inventory to Determine Data to Collect

In order to duplicate or improve upon the methods used in this inventory, local staff should again review the methods used for this inventory—these methods are located in Appendix B—and within the master data sheet. These methods reflect the data limitations for each local government (as many local governments could not obtain data necessary to meet the recommended methods in the LGOP). Wherever possible, these methods should be duplicated or, if it is possible, replaced with the recommended methods outlined in the LGOP. Using these methodologies, staff will determine what data needs to be collected and communicate this effectively to the data gathering team.

Step 6: Begin Data Collection

With the exception of electricity and natural gas for stationary sources, all data collection will be internal. To obtain stationary source energy consumption data, staff will need to determine who the contact is for PG&E and other utilities.

Step 7: Use the Data Forms as a Resource During Data Gathering

A number of questions will come up during the data gathering process that may be difficult to answer. ICLEI has attempted to capture all of the questions that arose during the 2005 inventory and how they were addressed through the master data sheet. Within the master data sheet, staff should review the raw data, working data, and completed data forms to review how raw data was converted to final data, and also to review any notes taken by ICLEI staff during the 2005 inventory process.

For example, reviewing the stationary sources PG&E data within the master data sheet will allow local staff to review how individual accounts were separated into each category and which counts may have been excluded from the inventory.

Step 8: Use Emissions Software to Calculate Emissions

ICLEI has provided the staff lead on the 2005 inventory with a backup of the software used to calculate many of the emissions included in this report. Staff should use this (or more current ICLEI software) to calculate emissions by inputting the activity data into the software. ICLEI staff and ICLEI trainings are available to assist local government staff in calculating emissions.

Step 9: Report Emissions

The master data sheet also contains the LGOP Standard Reporting Template, which is the template adopted by ARB as the official reporting template for government operations emissions inventory. This tool, as well as the charts and graphs tool provided by ICLEI can be used to report emissions from government operations. Also, local government staff should utilize this narrative report as guide for a narrative report if they so choose.

Step 10: Standardize and Compare to Base Year

A monitoring inventory is meant to serve as a measuring point against the baseline year represented in this report. In order to make a more accurate comparison, it is necessary to standardize emissions from stationary sources based upon heating and cooling degree days (staff can use a ratio of heating /cooling degree days to standardize across years).

In addition, it is important, when comparing emissions across years, to clearly understand where emissions levels may have changed due to a change in methodology or due to excluding an emissions source. For example, if the default method was used to estimate refrigerant leakage in 2005 (this method highly overestimates these emissions), and the recommended method was available in a monitoring year, this would appear as a dramatic reduction in these emissions even though actual leaked refrigerants may be similar to the base year. Changes such as these should not be seen as progress toward or away from an emissions reduction target, but emissions estimates should be adjusted to create as much of an apples-to-apples comparison as possible. If such an adjustment is not possible, staff should clearly note the change in methodology between years when comparing emissions.