



U.S. Department of Energy
Energy Efficiency and Renewable Energy

Bringing you a prosperous future where energy is clean, abundant, reliable, and affordable

Designation Guide

*A Resource for Developing, Implementing,
and Sustaining Your Clean Cities Coalition*



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Note: This guide is currently under revision. Please use for planning purposes only.

For more information contact:
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Welcome to Clean Cities

Clean Cities is a deployment program within the U.S. Department of Energy's Office of Energy Efficiency and Renewable Energy's (EERE) Vehicle Technologies (VT) Program. Clean Cities deploys the technologies developed through VT. The program links these technologies to users in cities across the country, and works to advance the economic, environmental, and energy security of the United States by reducing the use of petroleum in the transportation sector.

Clean Cities carries out this objective through a network of more than 85 volunteer, community-based coalitions that develop public/private partnerships to support the Clean Cities portfolio of technologies. The Clean Cities technologies are:

1. Alternative Fuel Vehicles (AFVs) and Alternative Fuel Infrastructure
2. Idle Reduction Technologies and Practices (IRT)
3. Blends—alternative fuel/petroleum-based fuel blends like E10 (10% ethanol/90% gasoline)
4. Hybrid Electric Vehicles
5. Fuel Efficiency Technologies and Practices

Clean Cities provides a framework for coalitions to develop a strategic program plan and create partnerships that work to reduce the nation's dependence on petroleum. The framework is designed to strengthen existing markets; it is not intended to build markets where none currently exist. This *Clean Cities Designation Guide* explains the nine steps you will take to become a designated Clean Cities coalition and how you will be able to sustain your coalition.

Designation signifies the approval of the coalition's strategic program plan, welcomes the coalition as a member of the nationwide network of Clean Cities Coalitions, and celebrates the community's demonstrated commitment to decrease the nation's dependence on petroleum.

The coalition's efforts **after designation**, accomplishing the goals outlined in the strategic program plan, are the key to strengthening the community's existing petroleum displacement technology markets.

The Clean Cities Designation Guide

This guide was developed for communities interested in joining Clean Cities to further develop their existing Clean Cities technology markets (AFVs and infrastructure, IRT, Blends, Hybrids and Fuel Efficiency). Sections I and II of this guide provide an overview of Clean Cities and outline how to become a designated coalition. These steps lead to the development of a comprehensive, strategic program plan. The program plan outlines the coalition's market development strategies for the next five years and serves as the application for Clean Cities' designation.

Three tools are provided in Section III to help coalitions develop their program plan. The tools include:

- Detailed program plan development instructions
- Program plan format
- Program plan review checklist

The *Clean Cities Designation Guide* is a helpful resource for developing, implementing, and sustaining your Clean Cities program. The DOE Clean Cities staff and the nationwide network of Clean Cities' coordinators and stakeholders can provide guidance before, during, and after designation.

If you have questions or would like to learn more about the program, the DOE EERE Information Center and Clean Cities Web site can provide you with up-to-date information.

- Toll-free DOE EERE Information Center: 1-877-EERE-INF (1-877-337-3463)
- Clean Cities Web site: www.eere.energy.gov/ccities/

Additional information about Clean Cities' technologies and the program are available at the Clean Cities Alternative Fuels Data Center (AFDC) Web site.

- Alternative Fuels and Advanced Vehicles Data Center: www.eere.energy.gov/afdc/

The AFDC is an online collection of data, including more than 3,000 documents and several interactive tools covering the topics of alternative transportation fuels, AFVs, hybrid vehicles, idle reduction technologies, fuel blends, and fuel efficiency. The AFDC is sponsored by the U. S. Department of Energy's Clean Cities and Energy Policy Act of 1992 (EPAAct) fleet initiatives.

Clean Cities Staff and Contact Information

Clean Cities staff members at U.S. Department of Energy (DOE) headquarters, the National Energy Technology Laboratory (NETL), and the National Renewable Energy Laboratory (NREL) are available to assist you. For a listing of all Clean Cities contacts go to www.eere.energy.gov/cleancities/contacts.html

Staff at the NETL Project Management Centers (PMCs) offer guidance to prospective and designated coordinators in their regions, monitor regional coalition activities, and foster relationships between coordinators in neighboring states.

If you are interested in becoming a Clean Cities coalition please contact the PMC staff member for your state:

Northeast: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, New Jersey, New York, Delaware, Puerto Rico, Virgin Islands

Contact: Mike Scarpino, NETL-PMC, Pittsburgh Office
E-mail: michael.scarpino@netl.doe.gov
Office: 412-386-4726

North Central: District of Columbia, Maryland, Pennsylvania, West Virginia, Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Contact: Kay Milewski, NETL-PMC, Morgantown Office
E-mail: kay.milewski@netl.doe.gov
Office: 304-285-4535

Southeast: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia

Contact: Steven Richardson, NETL-PMC, Morgantown Office
E-mail: steven.richardson@netl.doe.gov
Office: 304-285-4185

South Central: Arizona, Arkansas, Louisiana, New Mexico, Texas, Oklahoma, Iowa, Kansas, Missouri, Nebraska

Contact: Neil Kirschner, NETL-PMC, Pittsburgh Office
E-mail: neil.kirschner@netl.doe.gov
Office: 412-386-5793

Northwest: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming, Alaska, Idaho, Oregon, Washington

Contact: Ernie Oakes, NETL-PMC, Golden Office
E-mail: ernie.oakes@go.doe.gov
Office: 303-275-4817

West: California, Hawaii, Nevada (American Samoa, Guam, Northern Mariana Islands, Trust Territory of the Pacific Islands)

Contact: Mike Bednarz, NETL, PMC, Pittsburgh Office
E-mail: michael.bednarz@netl.doe.gov
Office: 412-386-4862

I. Program Introduction

What is Clean Cities?

The mission of Clean Cities is to advance the nation's economic, environmental, and energy security by supporting local decisions to adopt practices that contribute to the reduction of petroleum consumption in the transportation sector.

Clean Cities is a community-based, voluntary program that provides a framework for local businesses and governments to work together as a coalition to build on the community's existing Clean Cities' technologies markets. The Clean Cities framework helps coalitions to focus and coordinate the activities necessary to strengthen the existing markets. It also provides a forum to develop partnerships, investigate opportunities for joint projects, leverage resources, and collaborate on public policy.

Clean Cities Coordinators lead local geographically-based coalitions composed of local fleets, fuel providers, and decision-makers that focus on a united goal: petroleum reduction. There are 85 active coalitions representing 126 million U.S. citizens in 44 states and DC—approximately 63% of the country's total population. Since its inception in 1993, Clean Cities and its stakeholders have displaced more than 1.2 billion gallons of petroleum. The majority of the petroleum displaced by Clean Cities has been through alternative fuels. Seventy percent of the 365 million gallons of petroleum displaced by Clean Cities in 2006 was the result of additional AFVs and increased use of alternative fuels in new and existing AFVs.

Why was the Clean Cities program created?

The U.S. Department of Energy's (DOE) Clean Cities program was established in response to the Energy Policy Act (EPAct) of 1992. EPAct mandates the DOE to expand their transportation research and development projects and create programs that will increase the use of alternative fuels in place of gasoline and diesel fuel in conventional vehicles. Congress passed EPAct in 1992 in response to the country's increasing dependence on petroleum, and sought to reduce this dependence through a combination of AFV purchase mandates and voluntary fleet initiatives. The purpose of Clean Cities is to reduce the use of petroleum in the transportation sector.

Clean Cities recognizes the alternative fuels that have been defined by EPAct, which are:

- Biodiesel
- Electricity
- Ethanol
- Methanol
- Natural Gas
- Liquid fuels made from domestic natural gas
- Liquefied petroleum gas (propane)

- Hydrogen
- P-Series blends

It is important to note that stakeholders subject to EPA's AFV acquisition requirements must be in compliance with the rule or the coalition cannot be approved for designation.

How does Clean Cities work?

While the program is voluntary, certain steps need to be taken to become a designated coalition. The steps that need to be completed prior to designation include holding stakeholder meetings; appointing and securing funding for a coordinator; gaining stakeholder commitments to purchase Clean Cities technologies (i.e., AFVs and refueling infrastructure, idle reduction technologies, hybrids, blends, and fuel efficiency); and developing a strategic program plan. Coalitions are not expected to devote time and resources to all Clean Cities technologies, only to those that best serve the needs of their communities.

Clean Cities designation is not a rubber stamp denoting a city or community as “clean.” Designation is recognition that the coalition has established or strengthened existing Clean Cities technology markets in their community are dedicated to continue those efforts.

The organization and planning steps that coalitions take prior to designation will drive their activities after designation. Together, the activities of each coalition form a cohesive nationwide network dedicated to reducing the nation's dependence on petroleum.

The process of becoming a designated Clean Cities coalition is just that—a process. Coalitions will often work for several years holding planning meetings, gathering the necessary stakeholder support, and building a market foundation before submitting a program plan.

Why should my community join Clean Cities?

In addition to providing a framework for the community to increase their existing markets, designation offers the coalition other benefits, such as:

- The support of the Clean Cities network that includes DOE staff and coordinators
- A hotline for you to access expert assistance on Clean Cities technology questions
- A Web site that features technical information, success stories, an overview of product offerings, an incentives and laws database, an alternative refueling station locator, and links to other sites
- Opportunities to network and share information with peers through workshops, webcasts, and peer exchanges
- Networking opportunities to build partnerships
- Clean Cities publications and outreach materials

- Training opportunities that in the past have included fundraising, grant writing, and market development training.

What do I have to do to become a designated Clean Cities coalition?

Although Clean Cities is a voluntary program, certain steps need to be taken to become a designated coalition. The requirements are simply nine steps within a strategic planning and implementation process. Coalitions have used this process to strengthen the markets in their communities since 1993. The steps are:

- Step 1. Form a Coalition and Hold Stakeholder Meetings
- Step 2. Appoint and Secure Funding for a Coordinator
- Step 3. Establish Stakeholder Commitments
- Step 4. Set Goals, Plan Action Steps and Monitor Progress
- Step 5. Establish and Document the Market Foundation Prior to Designation
- Step 6. Develop a Strategic Five-Year Program Plan and Apply for Designation
- Step 7. Sign a Memorandum of Understanding and Celebrate Designation
- Step 8. Implement the Strategic Five-Year Program Plan
- Step 9. Set New Goals and Renew the Memorandum of Understanding

While DOE provides the framework for the Clean Cities program, each coalition is responsible for forming its own group of stakeholders, holding meetings, identifying and funding a coordinator, defining goals with action steps, developing a strategic program plan, and building market foundations *prior to designation*.

Seventy percent of the 365 million gallons of petroleum displaced by Clean Cities in 2006 was a result of additional AFVs and increased use of alternative fuels in new and existing AFVs. An established alternative fuel market with AFVs using alternative fuels needs to be in place *prior to designation*. Coalitions are also encouraged to establish other Clean Cities technology markets. To ensure that the coalition will be successful and that infrastructure will be sustained, a recommended baseline number of AFVs related to the area's population is needed prior to designation. The recommended numbers are provided in the following pages.

As part of Step 5, coalitions working toward designation are required to complete the Clean Cities annual questionnaire as soon as they have quantified and documented the technology markets in their area. The web-based, user-friendly questionnaire is comprised of several sections, with a focus on current inventories of AFVs, idle reduction technologies (IRT) hardware and alternative fuel use, and coalition activities. Coalitions applying for designation complete the questionnaire in preparation for the data required for their strategic program plan. All Clean Cities coalitions complete the questionnaire annually. The questionnaire typically opens late in the calendar year. Coordinators are contacted via e-mail when the database is ready for input.

In addition to completing the annual questionnaire, coalitions working toward designation are also required to provide data for the Clean Cities Alternative Fuel Price Report. Clean Cities publishes a quarterly alternative fuel price report that summarizes alternative fuel, diesel, and gasoline prices at locations across the country. The report has been extremely successful, drawing attention from all over the U.S. and abroad. Alternative fuel, diesel, and gasoline prices are collected quarterly from Clean Cities coalitions. The reports are available at www.eere.energy.gov/afdc/resources/pricereport/price_report.html.

What is the Clean Cities designation approval process?

Designation approval is a multi-step process. The coalition submits their program for approval, prepares a presentation, and participates in an interview. The process is detailed later in this guide.

What is expected of a Clean Cities coalition after designation?

After designation, coalitions move from the strategic planning phase to the implementation phase. The coalition implements their plan by completing the action steps identified for each of their goals.

Upon designation, coalition stakeholders sign a memorandum of understanding (MOU). The purpose of the MOU between DOE and the signatories is to set forth the commitments to purchase AFVs and to build infrastructure, purchase and increase the use of IRTs, purchase hybrid vehicles, increase the use of blends, and increase fuel efficiency practices over the next five years. The MOU also outlines respective responsibilities to carry out the coalition's goals. Five years after the original MOU is signed, and at five year increments thereafter, stakeholders establish new commitments and the coalition updates its goals. The new commitments and goals are documented and an updated MOU is signed by the stakeholders. The MOU and commitments are discussed in detail in Sections II and III.

All Clean Cities coalitions complete the questionnaire annually. The questionnaire typically opens late in the calendar year. Coordinators are contacted via e-mail when the database is ready for input.

Clean Cities Coordinators are invited and encouraged to attend peer exchanges and training sessions as offered.

II. Clean Cities Designation Guide—Nine Steps Along the Path

This section of the guide discusses the nine step process to becoming a Clean Cities coalition. The planning and designation phase is outlined in Steps 1 through 7. Step 8 is the starting point of the implementation phase, where the coalition puts its program plan into action. Step 9 is the on-going phase of setting and accomplishing new goals that creates a successful self-sustaining coalition.

Step 1. Form a Coalition and Hold Stakeholder Meetings

A strong stakeholder base with private sector fleets is critical.

Stakeholders are those entities that are dedicated to strengthening the existing markets and building new markets for the technologies and practices that best fit the needs of their community. Stakeholders are usually entities with transportation, energy, and environmental interests. Many coalitions have been highly successful by partnering with EPA regulated fleets. Stakeholder participation early in the process is essential to the coalition's success. The most effective coalitions maintain a balance of public and private sector stakeholders.

Stakeholders typically represent the following businesses and government offices:

- Fleets
- Mayor's office
- City and state energy, transportation and environmental offices
- Public sector fleet managers and operators
- Local utilities and fuel suppliers
- Vehicle manufacturers and local dealers; other technology manufacturers and dealers, such as idle reduction manufacturers and proponents
- Trade associations
- Locally based federal agencies, including DOE, General Services Administration, Environmental Protection Agency, U.S. Postal Service, Department of Transportation
- Vehicle technicians
- Training entities (universities, vocational educators, etc.)
- Environmental organizations and community groups
- Private sector fleet managers (with special emphasis on niche market fleets)

Special emphasis should be placed on private and public sector niche market EPA regulated fleets. Their participation is crucial to building demand for vehicles and sustaining infrastructure. Niche market fleets include:

- Taxis, shuttle companies and airport vehicles
- Transit buses

- Local delivery fleets
- School buses
- Police
- National and state parks

EPAct Fleet Regulations and Clean Cities Support Each Other in Reducing the Nation's Dependence on Petroleum

The Energy Policy Act of 1992 (EPAct) includes both voluntary and mandatory measures to help reduce our nation's dependence on imported oil. DOE implements these requirements through two programs—EPAct Fleet Regulations and Clean Cities—that support each other in fulfilling national objectives.

Officially known as Public Law 102-486, EPAct addresses many aspects of energy supply and demand, but a major portion of EPAct focuses on our dependence on imported petroleum for transportation. The law built on previous federal legislation promoting alternative fuels and established both mandates and incentives to help overcome market barriers associated with the difficult switch from conventional fuels.

EPAct requires fleets owned or operated by federal and state governments and alternative fuel providers to meet a portion of their light-duty vehicle acquisitions with AFVs. EPAct further requires fuel providers to use alternative fuels in their AFVs.

A coalition is started by a core group of stakeholders who arrange the initial coalition meeting. Continuing stakeholder meetings are held to identify other potential stakeholders, understand the stakeholders' perspectives and gather support, identify a coalition coordinator and a means to fund the coordinator, identify the coalition's goals and action steps, form a steering committee and working groups, identify stakeholder-specific assignments and commitments, and develop a strategic program plan.

It is critical that stakeholders understand that the coalition's success is driven by specific commitments to invest in alternative fuel infrastructure, purchase AFVs, hybrids and idle reduction equipment, increase the use of blends, and incorporate fuel efficiency approaches.

Step 2. Appoint and Secure Funding for a Coordinator

The most effective coalitions are staffed with dedicated, full-time coordinators.

The coordinator serves as executive director of the coalition and should be a professional with access to community decision-makers, which may include the mayor's office, city manager, Metropolitan Planning Organization, Department of Environmental Protection, or state energy office. The coordinator is the primary contact that works closely with DOE staff and the

network of coordinators. The staff and coordinators can assist the coalition with outreach, implementation, ongoing operations, and identification of funding approaches.

History has shown that the most effective coordinators are full-time coordinators. Implementing the coalition's goals and action steps, conducting the administrative functions associated with membership, and meeting the day-to-day challenges of coordinating a Clean Cities coalition is demanding. Funding the coordinator position is the coalition's responsibility.

If hiring a full-time, salaried coordinator is not feasible, excellent staff can sometimes be retained on loan from public or private sector entities. When staff is retained on loan, you can avoid confusion by developing an explicit understanding that includes the length of commitment (months), the degree of commitment (the percentage of time allotted), and the lines of authority (who will manage the staff). The coordinator's employer needs to recognize and approve the scope of work related to the position.

It is very important to ensure that your coordinator has a reasonably secure funding source that is continually available. Coordinator funding must be secured by the coalition. Clean Cities designation **does not** guarantee any type of federal or other funding.

Step 3. Establish Stakeholder Commitments

Successful coalitions gain stakeholder commitments to invest in alternative refueling infrastructure; purchase AFVs, hybrids, and IRT equipment; and increased use of blends.

Individual stakeholders make specific commitments to invest in alternative refueling infrastructure, purchase AFVs, hybrids and IRT equipment, and increase the use of blends. Stakeholders participate as members of coalition committees to ensure action steps are completed, goals are met, and new goals are established. Specific stakeholder commitments are documented as one of the primary sections of the program plan.

Step 4. Set Goals, Plan Action Steps and, Monitor Progress

Goals with measurable action steps, completion dates, and responsible parties are the key to increasing existing markets and building new ones.

The coalition develops goals that support Clean Cities' mission to reduce the use of petroleum in the transportation sector.

The coalition's goals are documented in the program plan with *measurable* action steps, completion dates, and responsible parties. The goals and action steps direct the activities of the coalition after designation. Clean Cities goals are outlined in the Program Plan Development Manual in Section III.

It is also important for the coalition to measure their progress to ensure that they are taking the appropriate actions toward meeting their goals. Coalitions develop a monitoring approach based

on their goals and action steps. Suggested items to measure and evaluate progress include the action steps; completion dates; and committee, working group, and individual assignments. The coalition's steering committee (to be discussed further in following pages) is usually responsible for monitoring the coalition's progress and providing guidance to the working groups and committees.

To measure the amount of petroleum displaced by Clean Cities, coalitions report their progress annually. A web-based, user-friendly questionnaire comprised of several sections, with a focus on current inventories of AFVs, IRT hardware and alternative fuel use, and coalition activities is completed by coordinators annually. The questionnaire typically opens late in the calendar year. Coordinators are contacted via e-mail when the questionnaire database is ready for input.

Data from the questionnaire is used to:

- Help DOE track and report Clean Cities progress and petroleum displacement
- Help DOE staff identify coalition needs
- Help guide Clean Cities' national strategy

Step 5. Establish and Document a Market Foundation Prior to Designation

An established AFV market needs to be in place prior to designation.

DOE has no plans to limit the number of Clean Cities designations, but it does not actively recruit new coalitions. Clean Cities focuses resources on designated coalitions to ensure that efforts are focused on petroleum displacement. Of the five Clean Cities technologies, AFVs have the potential to displace the largest amount of petroleum. To maintain this focus, an established market foundation with a minimum number of AFVs using alternative fuels is necessary prior to designation. Coalitions must demonstrate their ability to establish or strengthen an existing AFV market in their area—prior to designation.

Clean Cities is most effective at helping coalitions build on their existing alternative fuel market. The potential for success is greatly diminished if an alternative fuel market is not yet in place. Coalitions cannot depend on outside entities to build an alternative fuel market for them. Based on an analysis of current and former coalitions, a guideline to determine the vitality of an existing AFV market was determined. The guideline is based on the population served by the coalition. An adequate number of refueling stations to service the AFVs is also necessary.

AFVs must use alternative fuel and be registered and street legal to be counted as AFVs. Forklifts, tractors, electric bicycles, etc., using an alternative fuel are not counted as AFVs.

The AFV guidelines are used as a baseline. All of the technologies, policies and related coalition activities are considered when a coalition's program plan is reviewed for designation.

Population Served by the Coalition	Number of AFVs
< 100,000	100
100,000 – 499,999	100 per 100,000 people plus 10 additional AFVs for each additional 10,000 people
> 500,000	500
Examples	
Population Served by the Coalition	Number of AFVs
45,000	100
150,000	150
380,000	380
900,000	500

Step 6. Develop a Strategic Five-Year Program Plan and Apply for Designation

The Detailed Program Plan Manual is provided in Section III.

Sections I and II of this guide provide an overview of the Clean Cities program and a general description of the required steps to become a designated Clean Cities coalition. Section III provides step-by-step instructions to assist you in developing the coalition’s strategic five-year program plan.

Behind every successful coalition lies a strategic plan. The work completed in Steps 1 through 5 will be included in the program plan. The program plan includes a description of the local AFV and other Clean Cities technologies markets, a description of what the coalition has accomplished to develop and strengthen the markets, the coalition’s organizational structure, and the coalition’s specific goals. It is the coalition’s strategic plan that will guide them to success for the next five years. The program plan also serves as the coalition’s application for designation.

You will submit your completed plan to your NETL-PMC representative for a preliminary review. The PMC representative will review your plan to ensure that all of the requirements have been met. Once the PMC representative has completed the review, you will submit the final program plan to DOE-HQ for final review and approval. Your final plan is officially submitted in hard copy and electronically in a Microsoft Word format to Barb. Wolfe for review at:

E-mail: barbwolfe@comcast.net
 Address: Barb. Wolfe
 New West Technologies, LLC
 17500 Bushland Road
 Parkton, MD 21120
 Office: 410-343-0363

Program plans are reviewed and approved by DOE staff and Clean Cities Coordinators Council.

The Clean Cities Coordinator Council was established in 2006. The Coordinator Council is a working group comprised of four coordinators (two primary and two alternate representatives) from each of the DOE regions (North Central, Northeast, Northwest, South Central, Southeast and West). The Council's purpose is to:

- Facilitate communication between Clean Cities Coalitions and DOE, other government agencies, associations, industry, and other partners
- Communicate coordinator and region specific needs to DOE
- Help chart a course, develop strategies and priorities to benefit the coalitions
- Mentor emerging coalitions
- Help determine if applying coalitions are ready for designation

DOE-HQ and PMC staff use the Program Plan Review Checklist included in Section III to review program plans. If either the PMC or DOE-HQ determines that revisions are required, the plan will be returned to the coalition to be updated and resubmitted.

The Program Plan Review Checklist used by the PMCs and DOE staff is provided:

- To ensure that petitioning coalitions understand the requirements for program plans
- To ensure that petitioning coalitions understand the criteria used when program plans are reviewed for approval
- To assist coalitions with the development of their program plan so that they can conduct a self-review prior to submittal

Coalitions must complete the review form and submit the completed document along with their program plan.

Please be aware that Clean Cities designation usually takes several years. Forming a coalition, hiring and securing funding for a coordinator, conducting a survey of the market, and developing a strategic five-year program plan with goals and approaches agreed to by a diverse group of entities is time and labor intensive.

Coalitions often submit several drafts of their program plan before it is approved for designation. A thorough self review of the program plan, using the Program Plan Review Checklist, will reduce the number of revisions that may be required.

Once the program plan is accepted, the coalition then prepares for designation approval. Designation approval is a multi-step process. The coalition then a) submits their program for approval, b) prepares a presentation, and c) participates in an application interview.

A. Develop and submit a comprehensive Clean Cities program plan

First, the coalition will work closely with their regional DOE manager from the Clean Cities Project Management Center (PMC) as well as other DOE support staff to fine tune their program plan and make any changes/revisions that may be necessary to ensure that the plan

is complete and ready for the next step in the approval process. The program plan serves as the coalition's application for designation. When the PMC determines that the coalition and program plan have met the necessary criteria, the coalition will be notified that their written plan has been approved, and that their application is being referred to the designation committee for final consideration.

B. Select a presentation team and prepare for the final application interview

Next, the coalition will prepare a brief PowerPoint presentation that summarizes the key elements of their program plan. DOE will provide a template for this presentation. The Coalition will select a presentation team that will include the Clean Cities Coordinator and any stakeholders or coalition partners that would like to participate in the formal Application Interview. (The Coordinator *must* participate—stakeholder assistance is optional, but strongly encouraged).

It is critical that the team makes a dry-run of their presentation to a small subcommittee (approximately five members) that includes Coordinator Council members from the region and their regional PMC manager. Coordinators from other designated coalitions may also be asked to participate on the subcommittee. The subcommittee will make suggestions for improvement, identify opportunities for partnering with neighboring coalitions/regions, and generally help the applying coalition prepare for their formal application interview with DOE.

C. Schedule and conduct the application interview with DOE's National Clean Cities Designation Committee

During the live Application Interview, the coalition provides an overview of their program plan, the makeup of their coalition, and any key items or activities they would like to address. The committee, comprised of senior DOE managers, will ask questions and discuss various aspects of the coalition's program plan and presentation. The interview will be scheduled for approximately one hour (30 minutes for the presentation; 30 minutes for Q&A and discussion). It will be conducted live via webcast/teleconference, which will be arranged and coordinated by DOE. No travel will be required for the coalition participants.

The coalition will be notified of the decision of the designation committee shortly after the application interview. DOE will assist in the planning and preparation for the official designation ceremony for approved coalitions.

Step 7. Sign a Memorandum of Understanding and Celebrate Designation

The final steps define goals and commitments.

The program plan outlines the coalition's goals and stakeholder commitments. After the program plan is approved, the next step is to ensure that stakeholders are ready to sign the memorandum of understanding (MOU). The purpose of the MOU between Clean Cities and the stakeholders is to set forth the commitments to purchase AFVs and to build infrastructure,

increase the use of alternative fuels in existing and new AFVs, purchase and increase the use of idle reduction technologies, purchase hybrid vehicles, increase the use of blends, and increase fuel efficiency practices over the next five years. The MOU also outlines respective responsibilities to carry out the coalition's goals. Five years after the original MOU is signed, and at five year increments thereafter, stakeholders establish new commitments and the coalition updates its goals.

The Energy Policy Act of 1992 (EPAct), Section 505, Voluntary Supply Commitments, *requires DOE* to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers. Signing the MOU is a symbol of each stakeholder's commitment to contribute to the coalition's goals.

An MOU is not a binding contract. It cannot be used to obligate or commit funds or serve as the basis for the transfer of funds.

After program plan approval, most coalitions start planning a ceremony to commemorate and recognize designation.

Coalitions have traditionally held a designation ceremony or event. A ceremony is not required and it is not a DOE event. The decision to hold an event and the type of event is at the sole discretion of the coalition.

Many coalitions hold designation ceremonies in conjunction with other events to maximize attendance. Some designation ceremonies have been attended by several hundred attendees and include such activities as an AFV, hybrid, and IRT exposition with a luncheon and musical entertainment; others have been smaller and less formal with fewer than 20 attendees gathered at an alternative refueling station. Previous event agendas have included speeches and an official designation presentation.

Many coalitions ask for a DOE member to speak. All requests are considered, but attendance is based on schedules and the availability of travel funding. If you would like to request a DOE staff member to speak at your event, please contact your PMC.

DOE does provide certificates for the coalition to present to MOU signatories. Coordinators requesting certificates should contact their PMC two weeks prior to the designation event.

The designation event can serve one or many purposes:

- It is the coalition's opportunity to tell the community what they've accomplished and what the coalition and Clean Cities are about.
- It can be used as an outreach/educational event.
- It can be used as a fundraising opportunity.
- It can be used to recruit new stakeholders.

- It can be used to motivate stakeholders to continue their efforts and to start working on the activities outlined in the program plan.
- It is, more importantly, an opportunity to recognize the coalition's board, stakeholders, local industry, elected officials, etc., for their efforts and support.

Step 8. Implement the Strategic Five-Year Program Plan

The implementation phase is when you reap the rewards from your efforts and implement your program plan.

After designation the coalition continues to build the AFV and other Clean Cities markets by completing the action steps and accomplishing the goals outlined in the program plan.

Step 9. Set New Goals and Renew the MOU

As the strategies outlined in the program plan are implemented, the coalition continually establishes new goals with action steps, completion dates and responsible stakeholders.

When the coalition is designated stakeholders seal their five year commitments by signing an MOU. Stakeholders update and renew their commitments by signing a new MOU every five years.

You now have the information you need to start developing a Clean Cities Coalition in your area. You are encouraged to work closely the PMC representative, who can provide you with any additional information and guidance you may need. It's also helpful to contact other designated Clean Cities Coordinators. They have been through the designation process and can discuss their experiences with your coalition. The Clean Cities resources available through the Web site and the EERE Information Center hotline also provide a wealth of information.

- DOE EERE Information Center: 1-877-EERE-INF (1-877-337-3463)
- Clean Cities Web site: www.eere.energy.gov/ccities/
- Clean Cities Coordinators: www.eere.energy.gov/cleancities/progs/coordinators.php

III. Program Plan Development Manual

The program plan is the coalition's application to become a designated Clean Cities Coalition. Most importantly, the program plan outlines the community-specific approach the coalition will use to strengthen the Clean Cities markets.

The plan is typically developed by the coordinator with stakeholder input to ensure that everyone involved agrees on the coalition's goals, action steps, completion dates, commitments, and responsibilities.

Sections I and II of this guide provide an overview of Clean Cities and a general description of the steps to become a designated coalition. Sections I and II are not intended to lead you through program plan development. Because the program plan is critical to the success of the coalition, detailed instructions, a program plan format, and a program plan review checklist are provided in this section.

Section III A provides a thorough discussion of each segment to be included in your program plan. Section III B is provided as a starting point for you to draft your plan. Sections III A and B are intended to be used simultaneously. The detailed instructions should be referenced as each segment of your program plan is drafted. The Program Plan Review checklist in Section III must be completed and submitted with your program plan.

Detailed Program Plan Development Instructions

The program plan draft is first submitted, with the review checklist to your PMC representative for review and approval. Once the PMC has approved the plan, the coalition submits a hardcopy and an electronic copy (a Microsoft Word file) of the program plan and review sheet that have been approved by the PMC, to Barb Wolfe at:

Hardcopy to: Barb Wolfe
 New West Technologies, LLC
 17500 Bushland Road
 Parkton, MD 21120

Microsoft Word File to: barbwolfe@comcast.net

Your program plan is then presented to DOE-HQ and the Coordinator Council for final review and approval.

The following detailed instructions are provided to assist you in developing your Strategic Five-Year Program Plan.

Introduction

Introductory Statement and Coordinator Identification

The program plan should begin with an introduction that describes the purpose of the document; a brief overview of the coalition; the geographic area and population served by the coalition; the total number of existing AFVs and infrastructure, hybrids, the idle reduction market and use of blends, fuel efficiency activities; the month and year the coalition was established; and the employment status of the coordinator—full time or part-time. If part-time describe the coordinator's other duties, the percentage of time available to spend on Clean Cities and how the coordinator is funded. Identify the coordinator by name, title, organization. The following sample introductory statement may be completed and used. The sample is also included in Section III. B. Program Plan Format.

The *<Insert Coalition Name>* program plan is submitted to the U.S. Department of Energy as application for designation as a member of the Clean Cities network. The purpose of this document is to outline the coalition's strategy to increase the community's existing markets. The Coalition serves a population of # in the counties of XXX in *<Insert State>*. The local existing alternative fuel market includes # AFVs. The existing hybrid market is # *<There are currently # fleets with # vehicles using on-board idle reduction equipment, etc. Be sure to address all technologies>*. The coalition was established in *month/year*. The coalition's coordinator position is staffed full-time and funded by XXX. *<If the coordinator is part-time employee state the percentage of time spent on Clean Cities and the type of other duties assigned>*. The coordinator is:

Name and Title

Organization

Address

City, State, Zip

Phone:

Fax:

E-mail:

Web site:

A. Local Background and History

1. Coalition Snapshot

This is your coalition's opportunity to talk about its accomplishments and the geographic area it serves. State why the coalition is applying for designation. Write this section under the assumption that we know little about your community. What makes it unique? Include specific geographic information. Describe how your coalition was formed. What sparked

local interest in Clean Cities? Who are the key market players or primary stakeholders? What are the fuels of choice in your area? Are alternative fuel or idle reduction companies headquartered in your city? Are crops that will be used for biofuels grown in your area? Do local schools offer alternative fuel training programs? Provide a general description of the local markets. What Clean Cities technology activities have taken place? What has your coalition done to help increase the existing markets? Describe your successful projects and accomplishments. If possible, state the amount of the alternative fuel used in the geographic area that the coalition serves, including blends. Discuss how the amount was calculated. If possible, state all of the petroleum displaced through other Clean Cities technologies and policies in the geographic area. Discuss how the amount was calculated.

2. Energy Policy Act

Unless you plan to use your program plan as a recruitment tool or technology primer (which some coalitions do), you do not need to describe what EPAct is, just how it applies to your Clean Cities coalition. Are fleets in your area subject to EPAct mandates? A *Guidebook to the U. S. Department of Energy's Alternative Fuel Transportation Program for State and Alternative Fuel Provider Fleets* is available through the Clean Cities Hotline (1-877-EERE-INF [1-877-337-3463]) and can help you determine which fleets in your area are subject to EPAct mandates. Identify the stakeholders in your coalition that are mandated by the rule. This can be done on the Current and Projected AFV summary chart that will be discussed in a following section.

Approval will not be granted until all stakeholders subject to EPAct AFV acquisition requirements are in compliance. If you have any questions about EPAct compliance go to www1.eere.energy.gov/vehiclesandfuels/epact/

3. Clean Air Act Amendments

The same focus applies to the Clean Air Act Amendments; you do not need to describe the purpose of the act or the amendments, but can simply focus on how the law applies to your area and your Clean Cities coalition. Is your city an attainment area or non-attainment area, and for which criteria pollutants? At what level? Is there a history of non-attainment or was your city or region recently designated a non-attainment area? What, if any, programs are in place to help your city achieve attainment status? Is your city participating in any related EPA programs? If applicable, state how becoming a Clean Cities Coalition will help gain attainment status.

4. Laws and Incentives

Describe the local or state laws available to help promote Clean Cities technologies, in your area. Discuss local or state incentives (financial and non-financial). Describe proposed legislation under consideration and any actions the coalition has taken to support the legislation.

5. Grants and Funding

Describe any grant money for Clean Cities projects, coordinator support, outreach, etc., that your coalition or stakeholders have received. Identify the amount, funding organization, who received the grant funds, a description of the project, the status of these projects to date, and the anticipated completion date. Also, include background information on any other coalition fund raising efforts.

6. Stakeholder Description and Buy-In

Discuss your stakeholder meetings. Include the number of meetings since the coalition was established. Discuss how stakeholders assisted in the development of the program plan. Discuss stakeholder commitments to purchase AFVs, develop infrastructure, and increase other Clean Cities markets and their stake in the markets. Discuss the percentage of the stakeholders that represent private fleets. Successful coalitions have a good mix of stakeholders that includes private sector niche market fleet representation.

7. Current and Projected AFVs and Hybrids and AFV Refueling/Recharging Station Information and Idle Reduction Technology Tables

This section is critical. The AFV, hybrid and alternative refueling/recharging station information/IRT provided in your program plan will be used to measure the coalition's success. Verify that the numbers provided in the tables and throughout the narrative of the program plan are consistent.

This section includes your AFV, hybrid and alternative refueling/recharging site and IRT tables. You will need to conduct a survey of fleets, fuel providers and refueling stations to establish these numbers: briefly describe how the surveys were conducted. Use the table formats provided in Section III. B. The AFV and hybrid table should *include all organizations that operate AFVs and hybrids in the geographic area that you coalition serves*, not just stakeholders. Stakeholders operating fleets need to be included and identified as a stakeholder. The projected numbers are the sum of current and the projected vehicles and equipment. All organizations subject to EPA's AFV acquisition requirements need to be identified on the table. Indicate which vehicles are light-duty and which are medium or heavy-duty. Use the format provided in the next section.

Describe how the refueling/recharging survey was conducted. The refueling/recharging station table should include all alternative refueling/recharging stations, by alternative fuel type, in the area that your coalition serves. Stations operated by stakeholders need to be included and identified as stakeholder operated. Indicate stations as public or private accessible.

Include five year vehicle, refueling/recharging station and IRT projections. The projections should be for five years from the date of the program plan. The projected numbers are the sum of the existing items and the projected items.

Verify that there are enough current and projected refueling/recharging stations to service the number of AFVs. If refueling is not available, the vehicles cannot be counted.

Provide a list of station operators that includes business name, operator name, address, phone, fax, and e-mail.

If possible, provide a map of the station locations.

Include the same current and projected information for hybrid vehicles and idle reduction technologies. Formats are provided in Section III B.

B. Goals, Action Steps, and Monitoring

Once you've developed your background section and your inventories and projections, you'll be prepared to identify the activities and projects necessary to overcome barriers and meet your goals to increase the existing markets or establish new markets. Your Clean Cities goals are a significant part of your program plan and are critical to the success of the coalition. The goals provide a starting point for you to plan the coalition's action steps, the anticipated completion dates, and to assign responsible parties.

To maintain a cohesive nationwide network of Clean Cities, the goals you establish should support the Clean Cities goal to decrease the nation's dependence on petroleum.

In order to reach the national Clean Cities goals, each coalition needs to increase the amount of petroleum their community displaces by at least 15 to 20% each year.

Specific goals that need to be addressed in the program plan are provided below. Each goal is to be specific and measurable, and include action steps with anticipated completion dates and responsible parties.

A goal is a statement of what the coalition plans to accomplish. Action steps describe how the goal will be accomplished

Each of the following goals must be addressed in the program plan:

Goal A: Increasing the number of AFVs on the road in (*your community*) by XX % annually—include stakeholder specific commitments. Increasing the use of other Clean Cities technologies.

 Increasing the amount of alternative fuel used in AFVs .

Increasing the use of other Clean Cities technologies that support the coalition's goals.

Goal B: Increasing the number of alternative refueling/recharging stations (*emphasis on public accessibility*)—include stakeholder specific commitments.

Include similar goals for each of the Clean Cities technologies that your coalition will be addresses (IRT, hybrids, blends, fuel efficiency, etc.).

Goal C: Recruiting new stakeholders (*special emphasis should be placed on increasing private fleet participation*)—include specific fleets and stakeholders to be recruited and the recruitment strategy.

Goal D: Promoting incentives to increase the use of Clean Cities technologies.

Goal E: Communicating Clean Cities messages to the public—include specific outreach activities with target audience and anticipated outcome of the activity.

Goal F: Raising funds for the coordinator position and coalition activities and—include specific fund raising activities.

Goal G: Educating policy makers about the benefits of AFVs, idle reduction technologies, hybrids, blends and fuel efficiency, and Clean Cities.

The Goals, Action Steps, Completion Dates and Responsible Parties Section is often the most difficult section for coalitions to develop; many spend a lot of time revising their action steps to ensure they are specific, measurable and include the necessary detail.

Monitoring Program

To measure the effectiveness of Clean Cities, an annual reporting process was established. Each designated Clean Cities coordinator responds to an electronic questionnaire about the coalition's activities and accomplishments for the previous calendar year. The questions allow coordinators to provide feedback on the support they have received from DOE and offer suggestions for future activities.

It is also important for the coalition to keep track of its own progress, to ensure that the program plan is followed, and that stakeholders fulfill their commitments. Suggested items to measure and evaluate include action steps; completion dates; and committee, working group, and individual assignments. The coalition's steering committee (to be discussed further in following pages) is usually responsible for monitoring projects and activities and providing guidance to the working groups or committees that may deviate from their objectives.

State what and how your coalition will monitor its progress.

C. Organizational Structure and Stakeholder Lists

Describe the coalition's organizational structure. Effective leadership and organization will help the coalition reach its goals. The structure can be simple. In many cases, as few as two working groups are sufficient to accomplish the coalition's goals.

State the coalition's home base. Almost any organization can serve as your Clean Cities coalition home base, including the local post office, fuel supplier or utility, council of governments, American Lung Association chapter, the local Chamber of Commerce, the mayor's office, state energy office, metropolitan planning organization, or other local government office.

Include an organizational chart with committees, working groups, etc., and the names of the members of each group.

An interactive hierarchical structure will best achieve Clean Cities objectives to coordinate goals with local interests. Some coalitions create a board of directors and a member structure based on membership fees. In some coalitions, dues-paying members have special privileges, such as voting rights on coalition policies. Others have created a board and incorporated as a nonprofit organization, opening the door to private foundation funding opportunities. Other coalitions do not have an official board or require a membership fee. An organization headed by a steering committee that focuses working groups has also been successful for many coalitions. The approach you take will depend on the number of stakeholders you have, the goals you have set for yourself, and the available resources you have to achieve your goals.

Steering Committee

A steering committee of key coalition stakeholders can be established to provide guidance, develop policy, assist with decision-making, and represent the coalition at events or meetings. Committee members should be stakeholders who also have an impact on local and regional decision-making. They should demonstrate management expertise, dedication, diversity, and have a good standing in the community. Steering committee member functions may include developing coalition goals; providing guidance for the development of working groups; and presenting Clean Cities initiatives to local, state, or federal legislatures.

Working Groups

Working groups function under the guidance of the steering committee. Each group is headed by a chair person that works directly with the steering committee. Each working group should contain a balanced representation of interests and include both public and private sector stakeholders.

Working group meetings should focus on action steps, completion dates, and responsibilities. Other tasks might include gathering information, completing reports, and developing draft legislative language.

The number of working groups varies from coalition to coalition although no more than four working groups are suggested. The following sample working groups are provided to help you establish your organization. The number and type of working groups should be established based on the coalition’s goals.

Examples of Working Groups	Description
Fuels Working Group	A Fuels Working Group represents the area’s alternative fuels. This group may work to increase fuel availability, publicize and promote fuel usage, and encourage fuel safety
Communications Working Group	A Communications Working Group can focus on outreach activities such as working with the media, preparing press releases, developing newsletters, providing speakers for community meetings, and providing outreach materials to stakeholders
Legislative Working Group	A Legislative Working Group can monitor and inform the coalition of Federal, state, and local legislative initiatives and participate in legislative activities that concern alternative fuel, idle reduction, hybrid, blends, and fuel efficiency issues. The group can be the voice for Clean Cities in state and local legislatures.
Fleets Working Group	A Fleets Working Group can serve as liaison between the coalition and fleet managers, the coalition and dealers/manufacturers, and fleet managers and dealers/manufacturers. The group can communicate the benefits of alternative fuels, hybrids, blends, fuel efficiency practices and idle reduction technologies to fleet operators, develop approaches for sharing refueling/recharging stations, and facilitate AFV procurement and technician training programs.
Fund Raising Working Group	A Fund Raising Working Group can identify available financial incentives to support the coalition and coordinator, and develop vehicle and equipment projects. It can also identify and apply for grants to support the coalition, coordinator, Clean Cities promotional activities, etc. The Fund Raising Working Group may work with the Communications Working Group on public fund raising events that also bring visibility to the coalition and inform the public on alternative fuels, hybrids, blends, idle reduction technologies and fuel efficiency practices.

Stakeholder and Contact Lists

Your program plan needs to include a contact list of MOU signatories and other stakeholders. The MOU signatories are “official” members of the coalition, meaning they have made specific commitments and will sign the MOU at the designation ceremony. Other stakeholders are those that attend meetings and/or are on your mailing list, but will not be signing the MOU.

Provide a coalition contact list using the table provided in Section III B. Include the coordinator on this list. The second to last column on the table, “Category & Fleet” is used to describe the organization and if they operate a fleet now or will operate a fleet within the next five years. Categories are provided in Section III B. Indicate if the organization operates a fleet now or will operate a fleet in the next five years by placing “Yes” or “No” next to Fleet: in the Category & Fleet column, for example:

Coalition Contact List					
Organization	Name & Title	Address	Telephone, Fax & E-mail	Category & Fleet	MOU Signatory
ABC School District	John Doe, Fleet Manager	123 Any Street City, State Zip	T: 111-111-1111 F: 111-111-1111 E-mail: jdoe@school.com	School Fleet: Yes	Indicate with a Yes or No.

The coalition contact list should include all stakeholder and participating member organizations, even those groups that will not be signing the MOU. Include a specific contact name, the organization name, address, phone and fax numbers, e-mail address, and Web site information (if available).

Program Plan Format

The Program Plan Format is provided to assist in developing your program plan. We suggest that you copy the format to your word processing software and use it as the starting point to develop your plan. This is the preferred format and it is provided in the same sequence as the detailed instructions in Section III A. Sections III A and B are intended to be used simultaneously.

If you copy the format electronically, remember to delete the instructions from your draft plan prior to forwarding it for review.

**Please include relative information for all Clean Cities technologies:
AFVs, Idle Reduction Technologies, Blends, Hybrids and Fuel Efficiency.
When possible state amount of petroleum reduced and how that number was calculated.**

COVER PAGE

<Insert Coalition Name>

Program Plan

Prepared by:
Name
Title
Organization

Date

Table of Contents

Introduction

The *<Insert Coalition Name>* program plan is submitted to the U.S. Department of Energy as application for designation as a member of the Clean Cities network. The purpose of this document is to outline the coalition's strategy to increase the community's existing markets. The Coalition serves a population of # in the counties of XXX in *<Insert State>*. The local existing alternative fuel market includes # AFVs. The existing hybrid market is # *<There are currently # fleets with # vehicles using on-board idle reduction equipment, etc. Be sure to address all technologies>*. The coalition was established in *month/year*. The coalition's coordinator position is staffed full-time and funded by XXX. *<If the coordinator is part-time employee state the percentage of time spent on Clean Cities and the type of other duties assigned>*. The coordinator is:

Name and Title:

Organization

Address

City, State, Zip

Phone and Fax:

E-mail:

Website:

A. Local Background and History

1. Coalition Snapshot

Describe the coalition's accomplishments and your geographic area. Assume that we know little about your community. At a minimum answer:

- How was your coalition formed?
- What sparked local interest in Clean Cities?
- Who are the market players or primary stakeholders in your community?
- Which primary fuels are used in the area and why they are used?
- Which Clean Cities technology industry companies are headquartered or active in the area?
- What local schools offer alternative fuel training programs?
- What Clean Cities technology activities has the coalition worked on?
- What has the coalition done to help jumpstart the existing markets or build new markets?
- Are crops grown for biofuels in your area?
- If possible, state all of the alternative fuel and blends used in the geographic area that the coalition serves. Discuss how the amount was calculated.
- If possible, state all of the petroleum displaced through the use of idle reduction technologies and policies in the geographic area. Discuss how the amount was calculated.

2. Energy Policy Act

State how EPCAct applies to your area. Discuss the fleets in your area that are covered by EPCAct requirements. Also, indicate stakeholder and non-stakeholder fleets covered by EPCAct requirements on your Current and Projected AFV Table.

NOTE: Stakeholders subject to EPCAct AFV acquisition requirements must be in compliance with the rule or the coalition cannot be approved for designation. If you have any questions about EPCAct compliance, please contact your PMC or the Website at www.eere.energy.gov/vehiclesandfuels/epact/.

3. Clean Air Act Amendments

Describe how the law applies to your region and your Clean Cities coalition. Include:

- Attainment/non-attainment status and for which criteria pollutants
- History of non-attainment and when designated a non-attainment area
- Programs currently in place to enable your city to achieve attainment status
- If applicable, state how becoming a Clean Cities coalition will help gain attainment status

4. Local/State Laws/Incentives

Describe the local or state laws available to help promote the use of Clean Cities technologies in your area.

- Local or state incentives (financial or non-financial)
- Proposed legislation under consideration and any actions the coalition has taken to support the legislation. Information is available at the Alternative Fuels Data Center Website: www.eere.energy.gov/afdc/

5. Grants and Funding

Describe all grant and other funding received by the coalition or stakeholders and the status of each project, include:

- Who received the grant—the coalition or a specific stakeholder
- The amount received
- The funding organization
- A description and status of the project, and anticipated completion date
- A description of other coalition fund raising efforts

6. Stakeholder Description & Buy-In

- Discuss stakeholder meetings, include the number of meetings since the initial kickoff meeting
- Discuss how stakeholders assisted in the development of the program plan

- Discuss the percentage of the stakeholders that represent private fleets - (Successful coalitions have private sector niche market fleet stakeholder representation)
- Discuss stakeholder commitments and how stakeholders will develop Clean Cities technology markets

7. Current and Projected AFVs and hybrids and AFV Refueling/Recharging Station Information and Idle Reduction Tables

This section includes your AFV, hybrid and alternative refueling/recharging sites and idle reduction technology tables. Briefly describe how the survey was conducted. The AFV and hybrid table should *include all organizations that operate AFVs and hybrids in the geographic area that you coalition serves*, not just stakeholders. Verify that the numbers provided in the tables and throughout the narrative of your program plan are consistent.

AFV, Hybrid and Alternative Fuel Refueling/Recharging Station and Idle Reduction Information and Tables

- Use the table formats provided below.
- State when and how your survey was conducted. Include how fleets were identified, number of surveys sent, number of responses received, etc.
- Provide the current and projected numbers for the geographic area that the coalition serves, not just stakeholders, (projections are for five years from the date of the program plan) using the table format provided below.
- The projected numbers are the sum of current and the projected numbers. All organizations subject to EPA's AFV acquisition requirements need to be identified on the chart. Indicate which vehicles are light-duty and which are medium or heavy-duty.
- If stakeholders that operate a fleet do not commit to purchase AFVs or hybrids explain why.
- State that all AFVs are light-duty, unless there are medium- and heavy-duty AFVs. Place MD or HD next to the AFV numbers in the chart.
- Do not include fleets that do not operate AFVs or hybrids or project to operate AFVs or hybrids.
- The refueling/recharging station table needs to include all alternative fuel stations in the area that the coalition serves. Indicate if the station is stakeholder operated, and indicate if the station is public or private accessible.
- Include a list of station operators with business name, operator name, address, phone, fax, and e-mail.
- Projected AFVs and hybrids should include a minimum of 15% annual growth.
- Projected refueling/recharging stations should meet the needs of the AFV growth.
- If possible, provide a map of the station locations.

Current and Projected AFVs and Hybrids

Current AFVs and Hybrids									Total Projected AFVs and Hybrids by _____ (5 yrs. from date of program plan)							
Fleet ^{1, 2, 3}	Fleet Total	Bio-diesel	CNG	LNG	LPG	E85	Elec	HEV	Fleet Total	Bio-diesel	CNG	LNG	LPG	E85	Elec	HEV
Totals:																

Indicate stakeholder and EPA Act status by the placing the applicable number to the fleet name:

¹ Stakeholder Fleet; ² EPA Act Fleet; ³ Stakeholder and EPA Act Fleet

- If biodiesel is used indicate if B20 or B100 is used and include fuel usage
- Identify all flex fuel AFVs and include fuel usage

List light-, medium-, and heavy-duty AFVs for each fleet on separate rows. Specify medium-duty AFVs by placing MD next to the number of AFVs. Specify heavy-duty AFVs by placing HD next to the number of AFVs.

Indicate stakeholder and EPA Act status by the placing the applicable number to the fleet name:

¹ Stakeholder Fleet; ² EPA Act Fleet, ³ Stakeholder and EPA Act Fleet

Current and Projected Refueling/Recharging Stations

Current								Projected						
Operator ¹	Access	Bio-diesel	CNG	LNG	LPG	E85	Elec	Access	Bio-diesel	CNG	LNG	LPG	E85	Elec
Totals:														

Indicate stakeholder status by the placing 1 next to the fleet name:

¹ Stakeholder Operator

Access = Public or Private

Include similar inventory of idle reduction technologies.

Current Idle Reduction (IR) Technologies in Use					Projected			
Fleet	# of Vehicles	Type of Vehicle	Technology	Fuel Savings (gallons)	# of Vehicles	Type of Vehicle	Technology	Fuel Savings (gallons)

B. Goals and Action Steps, Completion Dates & Responsible Parties and Monitoring

Your goals should be an extension of Clean Cities goals and include 15% annual petroleum displacement growth. A goal is a statement of what your coalition plans to accomplish. Several action steps for each goal are usually necessary. Action steps need to include a completion date and identify who is responsible, for example:

The Goals, Action Steps, Completion Dates and Responsible Parties section is often the most difficult section for coalitions to develop. Most coalitions spend a lot of time revising their action steps to ensure they are specific, measurable, and that they include the necessary detail.

If your coalition is working on the new technologies, remember to include them in the goals.

The following Clean Cities goals need to be addressed in the program plan:

Goal A: Increasing the number of AFVs on the road in (*your community*) by 15% annually—include stakeholder specific commitments

Increasing the use of other Clean Cities technologies that support the coalition's goals.

Action Steps:

Goal B: Increasing the number of alternative refueling/recharging stations to support AFV growth in (*your community*) (*emphasis on public accessibility*)—include stakeholder specific commitments

Action Steps:

Goal C: Recruiting new stakeholders (*special emphasis should be placed on increasing private fleet participation*)—include specific fleets and stakeholders to be recruited and the recruitment strategy

Action Steps:

Goal D: Promoting incentives to increase the use Clean Cities technology markets

Action Steps:

Goal E: Communicating Clean Cities messages to the public—include specific outreach activities with target audience an anticipated outcome of the activity

Action Steps:

Goal F: Raising funds for the coordinator position and coalition activities

Action Steps:

Goal G: Educating policy makers about the benefits of AFVs, idle reduction technologies, hybrids, blends, fuel efficiency, and Clean Cities

Action Steps:

Monitoring Program

- Describe how the coalition will monitor its effectiveness and which committee or working group will be responsible for the monitoring
- Describe how the coalition will complete the Clean Cities Annual Questionnaire and how the coalition will keep the DOE and Coordinators' Council apprised of their accomplishments

C. Organizational Structure and Coalition Contact List

- State where the coalition is based—who the coordinator works for
- Provide a coalition organization chart with committees, working groups, etc., with the names of the members
- Describe the coalition's organizational structure, explain your organization
- Provide a coalition contact list using the table provided on the following pages. Include all official stakeholders (official stakeholders are MOU signatories) and also include all other stakeholders; those that attend meetings, are on the coalition's mailing list, etc., but will not be signing the MOU. The second to last column on the table, "Category & Fleet" is used to describe the organization and if they operate a fleet now or will operate a fleet within the next five years. Indicate if the organization operates a fleet now or will operate a fleet in the next five years by placing yes or no next to Fleet.

When possible, use one of the following categories:

- | | | |
|----------------------------|------------------------------|-----------------------|
| - Airport | - Government: County | - Parks |
| - Association/Organization | - Government: Federal | - Sanitation |
| - Dealer | - Government: State | - Taxi |
| - Delivery | - GSA | - Technical School |
| - Education | - Infrastructure | - Technician/Mechanic |
| - Emergency Planning | - Law Enforcement | - Transit Service |
| - Environmental | - Military | - University |
| - Equipment Manufacturer | - OEM | - USPS |
| - Fuel Provider | - Other: <i>Please state</i> | - Utility |

- Government: City - Military

Coalition Contact List					
Organization	Name & Title	Address	Telephone, Fax & E-mail	Category & Fleet	MOU Signatory
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	
			T: F: E-mail:	Fleet:	

Program Plan Review Checklist

The Program Plan Review Checklist is provided:

- To ensure that petitioning coalitions understand each of the requirements for program plans
- To ensure that petitioning coalitions understand the criteria used when program plans are reviewed for approval.
- As a tool for coalitions to use when drafting their program plan

We strongly recommend that you complete a self review of your program plan using the Program Plan Review Checklist prior to submission.

Program Plan Review Checklist

Topic	Page	Review Notes
Introductory Statement and Coordinator Identification		
1. Introductory statement with purpose of the document; brief overview of coalition; geographic area and population; total AFVs, hybrids, idle reduction technologies, blends, fuel efficiency practices; month and year coalition established		
2. Coordinator stated—name, organization, address, phone, fax, e-mail, coalition Web site		
3. Coordinator Status—full or part time—part time, if part time—other coordinator duties listed and % of time spent on Clean Cities functions		
4. Coordinator funding sources and timeframe		
Local Background and History		
5. Area description/coalition snapshot		

Topic	Page	Review Notes
6. Status of current local alternative fuel market, status of other Clean Cities technologies markets, including all related coalition accomplishments and dates completed		
7. Description of coalition formation		
8. Primary alternative fuels used—discussed and explained		
9. Previous alternative fuel market and other technology market development efforts and successes described		
Energy Policy Act		
10. EPAAct status identified		
11. Stakeholders subject to EPAAct Status identified on the Current & Projected AFV Table		
12. All EPAAct fleets filed compliance report with DOE and are in compliance		
Clean Air Act Amendments		
13. Attainment Status Identified		

Topic	Page	Review Notes
14. If applicable, state how becoming a Clean Cities coalition will help gain attainment status		
Laws and Incentives		
15. Current laws to promote use of all Clean Cities technologies described		
16. Proposed legislation to promote use of all Clean Cities technologies described		
17. State and local incentives for all Clean Cities technologies described		
Grants/Funding		
18. Grants or funding for all Clean Cities technologies received by coalition or stakeholders, project description, who awarded the funds, amount		
19. Status of grant projects		
20. Other fund raising efforts described		
Stakeholder Description & Buy-In		

Topic	Page	Review Notes
21. Discuss stakeholder meetings—frequency since initial kick-off meeting		
22. Stakeholders assisted in development of plan		
23. Description of each stakeholder organization		
24. Stakeholder commitments described		
25. Private sector niche market fleet represented as stakeholders		
Current and Projected AFVs, Hybrids, Idle Reduction Technologies		
26. Existing alternative fuel market—recommended number of existing AFVs—based on population		
27. When and how AFV, hybrid, idle reduction survey conducted		
28. Table includes all organizations operating AFVs, hybrids and idle reduction technology		
29. Table identifies organizations operating AFVs, hybrids and idle reduction technology as a stakeholder/non-stakeholder		

Topic	Page	Review Notes
30. Table identifies stakeholder/non-stakeholder EPA Fleets		
31. Table identifies and lists AFV and hybrid types separately (light-, medium- or heavy-duty)		
32. Table identifies and lists AFVs by alternative fuel type, hybrids by type, idle reduction technology by type separately		
33. All AFVs, hybrids, idle reduction technology in the coalition's geographic area listed on table		
34. Stakeholders operating AFVs, hybrids and idle reduction technologies, using blends will continue to do so		
35. Fleet stakeholders not operating AFVs, hybrids, idle reduction technologies, blends project to do so over the next five years		
36. Projected AFVs, hybrids, idle reduction technologies listed in table are the sum of new and projected AFVs, hybrids, idle reduction technologies		

Topic	Page	Review Notes
37. Number of AFVs, hybrids, idle reduction technologies, refueling stations on table match number in narrative		
38. AFVs vs. stations—enough stations to support AFVs and vice versa		
39. Totals on table are correct		
40. Bi-fuel AFVs reported and counted accurately—based on fuel use		
41. Stakeholder fleets operating AFVs provide five-year projections with 15% annual growth		
42. Stakeholder and non-stakeholder fleet operated hybrid information provided		
Current and Projected Refueling/Recharging Stations		
43. When and how station survey conducted		
44. Table includes all known alternative refueling/recharging stations by fuel type		
45. Table states public or private accessibility		

Topic	Page	Review Notes
46. Table includes station operators— indicate stakeholder/non-stakeholder		
47. All refueling/recharging sites in the coalition’s geographic area listed on table		
48. If possible map of area sites and addresses included		
49. Stakeholders commit to maintain and/or increase current refueling/recharging sites		
50. Projected stations place emphasis on public accessibility		
51. Station projections meet the needs of AFV growth		
52. Projected refueling/recharging sites listed in table are the sum of current and projected stations		
53. Number of stations on the table are consistent with the numbers in the narrative		
54. CNG stations are not residential systems		
55. Station totals on table are correct		

Topic	Page	Review Notes
56. Refueling and recharging site operator, location, address, name, e-mail, fuel provided listed		
Goals, Action Steps with Completion Dates and Responsible Parties, and Monitoring		
57. <u>Goal A. Increase the Number of AFVs and other technologies</u> Specific, measurable goals - Include specific stakeholder commitments, AFV purchases—stakeholder specific commitments to purchase and use AFVs; goals for other technologies addressed		
58. <u>Goal B. Increase the Number of Refueling/Recharging Stations to meet AFV growth projections</u> <i>(emphasis on public accessibility)</i> Stakeholder specific commitments to increase infrastructure		
59. <u>Goal C. Recruiting new stakeholders (w/emphasis on private fleets)</u> Specific fleets and stakeholders to be recruited and the recruitment strategy		
60. <u>Goal D. Promoting incentives to increase the use of Clean Cities technologies and alternative fuel</u> Specific approach to increase alternative fuel use of AFVs already on the road		

Topic	Page	Review Notes
61. <u>Goal E. Outreach - Communicating Clean Cities messages to the public</u> Specific outreach activities, including target audience and anticipated outcome of the activity		
62. <u>Goal F. Raising Funds for the Coordinator Position and Coalition Activities</u> Specific fund raising activities		
63. <u>Goal G: Educate Policy Makers</u> Specific goals and activities to educate policy makers about the benefits of Clean Cities technologies and Clean Cities		
Monitoring and Reporting		
64. Monitoring and reporting program to measure coalition's effectiveness and to report to Clean Cities and complete the annual questionnaire		
Coalition Organization		
65. Coalition base identified— location, organization coordinator works for		
66. Organizational Chart		

Topic	Page	Review Notes
67. Description of coalition as an organization		
68. Committees and working groups identified with names		
Coalition Contact List		
69. List of official and other stakeholders, which are MOU signatories, and their organization		