

Clean Cities Coalition Designation Guide

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Table of Contents

I.	Introduction	2
II.	Clean Cities Background	2
	Clean Cities and the Energy Policy Act.....	2
	Clean Cities Mission.....	3
	Expanded Portfolio of Technologies.....	3
III.	Clean Cities Today	4
	Current Clean Cities Coalitions.....	4
	Clean Cities Program Management.....	5
IV.	DOE Program Support	6
V.	Steps to Becoming a Designated Clean Cities Coalition	7
	Step 1: Hold Stakeholder Meetings and Form a Coalition.....	7
	Stakeholders.....	7
	Forming a Coalition.....	8
	Step 2: Appoint a Coordinator.....	9
	Step 3: Assess the Local Marketplace for Alternative Fuels.....	9
	Step 4: Set Goals and Develop Action Steps.....	10
	Step 5: Develop a Draft 3-Year Program Plan.....	10
	Step 6: Negotiate, Revise and Finalize the Program Plan.....	11
	Step 7: Conduct Webinar.....	11
	Step 8: Sign Stakeholders Memorandum of Understanding (MOU) and Celebrate Designation....	12
VI.	After Designation	13
	Implementing the Program Plan.....	13
	Re-designation and MOU Renewal.....	13
VII.	Developing the Coalition’s Program Plan	13
	Introduction.....	13
	Program Plan Elements.....	13
	A)Coalition Overview.....	13
	B)Federal, State and Local Legislation.....	14
	C)Coalition Structure.....	14
	D)Current Coalition Activities.....	15
	E)Goals, Action Steps and Commitments.....	17
	F)Funding and Sustainability.....	18
	G)Outreach and Education.....	19
	H)Appendix.....	20

Attachments

Clean Cities Designation Guide

I. Introduction

Welcome to Clean Cities! As your coalition undertakes the process of being designated as an official Clean Cities program, you will be joining nearly 100 similar coalitions across the country that are active participants in the U.S. Department of Energy's (DOE's) voluntary, locally-based effort to *reduce petroleum consumption in the transportation sector*. Since its inception in 1993, Clean Cities has played a key role nationwide in advancing the use of alternative fuels and vehicles, hybrid-electric vehicles, idle reduction technology and numerous other petroleum reduction strategies.

This Designation Guide is designed to aid you in developing, implementing and sustaining your coalition's Clean Cities Program. The Guide will lead you step-by-step through the process of creating partnerships, choosing a Coordinator, assessing the local market for alternative fuels and developing a strategic Program Plan. Each Clean Cities coalition needs a Coordinator who is responsible for organizing coalition activity and meeting the day-to-day needs of the Clean Cities organization. The Coordinator also serves as the coalition's main point of contact with DOE.

Designation as an official Clean Cities program signifies DOE's recognition of your coalition's demonstrated commitment to decreasing our nation's reliance on petroleum fuels. The coalition's efforts *after designation*, implementing the strategies outlined in the Program Plan, are the key to achieving the Clean Cities petroleum displacement goals, and helping to advance the economic, environmental and energy security of the United States. DOE staff and the national network of Clean Cities coordinators are ready to assist you along the way.

II. Clean Cities Background

Clean Cities and the Energy Policy Act

The Clean Cities program was established in response to the Energy Policy Act (EPAAct) of 1992, (Public Law 102-486), passed by Congress to address the country's increasing dependence on petroleum. EPAAct sought to lessen that dependence through a combination of mandatory and voluntary measures.

EPAAct mandated that an increasing percentage of new vehicles purchased by federal, state and alternative fuel provider fleets be alternative fuel vehicles, or AFVs. Among the alternative fuels recognized by EPAAct, related legislation and regulations were the following:

Ethanol (E85)

Liquefied Petroleum Gas (Propane)

Electricity

Biodiesel (B100)

Natural Gas

Hydrogen

Clean Cities Mission

The Clean Cities program promotes the development of local government/industry partnerships to encourage the use of alternative fuels and vehicles through voluntary fleet initiatives, while also working closely with EPA-mandated fleets.

Clean Cities Mission

To advance the energy, economic, and environmental security of the United States by supporting local decisions to adopt practices that reduce the use of petroleum in the transportation sector.

- Provide a framework for businesses and governments to work together as a coalition to enhance markets.
- Coordinate activities, identify mutual interests, develop regional economic opportunities, and improve air quality.

Expanded Portfolio of Technologies

Initially, Clean Cities focused solely on AFVs and alternative fuels. In recent years, in response to the many technological advances in the transportation sector, all of which can play an important role in reducing petroleum consumption, Clean Cities has expanded its portfolio of technologies, as outlined below.

Clean Cities Expanded Portfolio of Technologies

U.S. DEPARTMENT OF
ENERGY | Energy Efficiency & Renewable Energy

Alternative Fuels and Vehicles

- Biodiesel (B100)
- Plug-in Electric Vehicles
- Ethanol (E85)
- Hydrogen
- Natural Gas
- Propane

Fuel Blends

- Biodiesel/diesel blends (B20 and up)
- Hydrogen/natural gas blends (HCNG)

Hybrids

- Light- and heavy-duty HEVs
- Plug-in hybrid-electric vehicles (PHEVs)

Fuel Economy

- Fuel efficient vehicles
- Behavioral changes
- Vehicle maintenance initiatives
- Vehicle miles traveled (VMT)

Idle Reduction

- Heavy-duty trucks
- School buses
- Truck stop electrification



eere.energy.gov

III. Clean Cities Today

Current Clean Cities Coalitions

There are currently 83 designated Clean Cities coalitions nationwide with nearly 14,700 stakeholders from both the public and private sectors. A list of active coalitions, their Coordinators, and their contact information can be found at:

http://www.afdc.energy.gov/cleancities/coalitions/coalition_locations.php

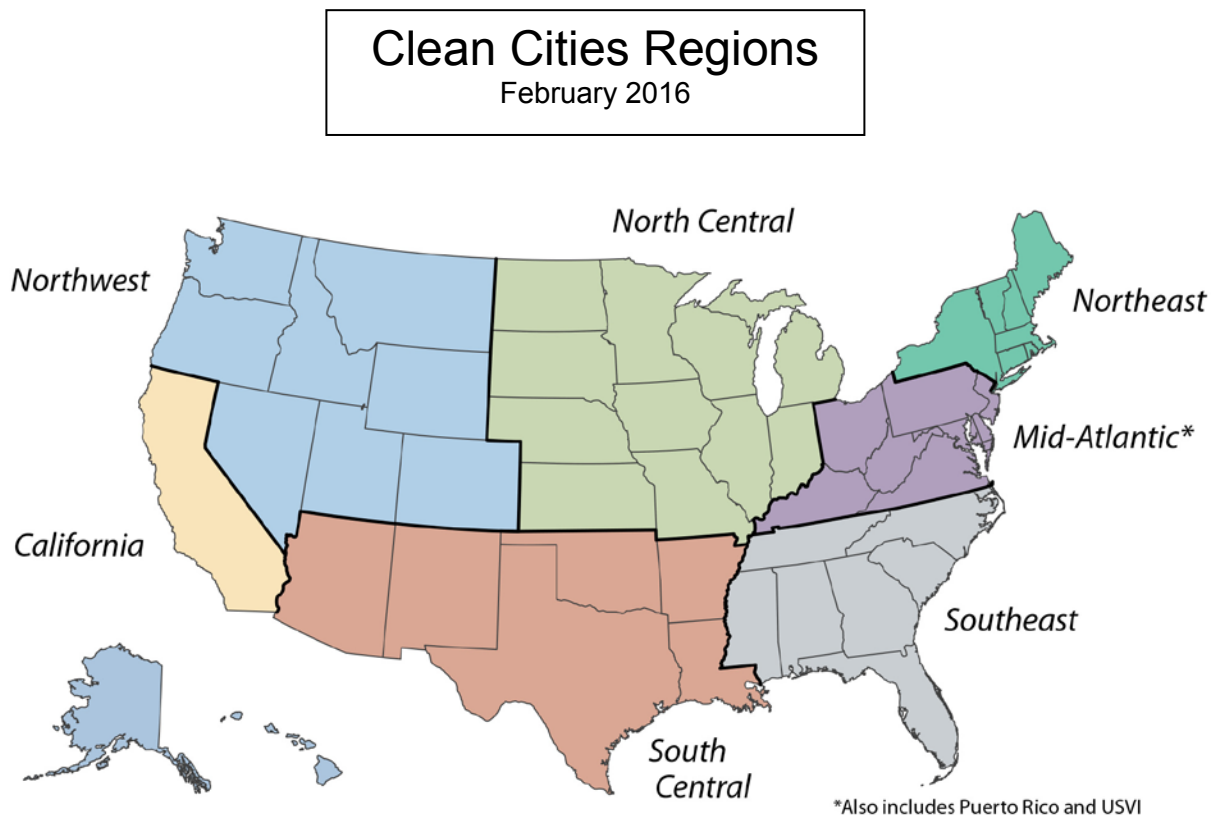


- 83 active coalitions in 46 states; nearly a dozen others in application stage
- 643,161 vehicles using alternative fuels (AFVs) or advanced technologies
- 19,742 alternative fuel refueling stations installed
- Nearly 14,700 stakeholders

Since the Clean Cities program's inception in 1993, Clean Cities coalitions have displaced 7.5 billion gallons of petroleum from the transportation sector. ***The DOE has set a goal of displacing 2.5 billion gallons of petroleum per year by the year 2020.***

Clean Cities Program Management

The Clean Cities Program is sponsored by the DOE's Vehicle Technologies Program and is based at DOE's Headquarters in Washington, D.C. In addition, there are seven regional managers, based at the National Energy Technology Laboratory (NETL) Project Management Center (PMC) in Pittsburgh and Morgantown, WV, who are the primary contacts with the individual Clean Cities coalitions. The map below shows the current regional breakdown, and is subject to change.



DOE's National Renewable Energy Laboratory (NREL) in Golden, Colorado and Argonne National Laboratory (ANL) in Argonne, Illinois are actively involved with the Clean Cities program and manage several key aspects of the program. DOE has also contracted with New West Technologies, LLC to provide assistance with day-to-day Clean Cities activities. A list of key program contacts can be found in Attachment A and at:

<https://cleancities.energy.gov/contacts/>

IV. **DOE Program Support**

DOE makes numerous resources available to its Clean Cities coalitions, as follows:

- Ongoing staff support from DOE Headquarters, Project Management Center (PMC) and DOE contractors
- Information Resources:
 - Clean Cities website with technical information, success stories, etc.
www.cleancities.energy.gov
 - Alternative Fuels Data Center (AFDC) website
www.afdc.energy.gov
 - Clean Cities Technical Response Service for expert answers to technology questions:
(800) 254-6735
- Training
 - Clean Cities University, an on-line training resource for Coordinators
 - Regular webinars on topics related to alternative fuels and technologies
 - DOE occasionally funds organizations that develop training curricula that coordinators can provide to stakeholders and other interested parties.
- Opportunities for networking
 - Each year, DOE sponsors regional meetings, peer exchanges and/or a stakeholder summit
 - A DOE-sponsored annual Coordinators' retreat (most years)
 - Monthly conference calls, organized by each PMC regional manager
 - Clean Cities Coordinator Council, a working group organized to facilitate communications between the Coordinators and DOE, mentor emerging coalitions and help develop overall strategies and priorities
- Coalition Support Grants
 - Over the past several years, DOE has provided funding to coalitions in return for specific deliverables. This funding may be available in the future, as well.
- Mentoring Program
 - Allows coalitions that would like to provide a higher level of service to their stakeholders to be paired with more experienced coalitions to help them achieve their goals
- Clean Cities University Workforce Development Program
 - Instituted by DOE in 2010 and administered by Argonne National Lab.
 - Program pairs college or graduate students with Clean Cities coalitions in need of staff support and provides a stipend to cover their salary costs
- Other grant funding opportunities
 - Throughout the year, DOE makes a number of other grant opportunities available to the public on a competitive basis.

Throughout the entire process of preparing for designation as a Clean Cities program, each coalition should work closely with its PMC regional manager, as well as DOE contract staff, and take advantage of all available information resources.

V. Steps to Becoming a Designated Clean Cities Coalition

The timeframe for achieving designation as a Clean Cities Coalition typically ranges from 1 to 3 years. Each step of the process, including assembling a core group of stakeholders, assessing the local market for alternative fuels, drafting and revising the program plan, and preparing for and conducting a webinar for DOE, can take months.

Throughout the designation process, there is a great deal of collaboration between the coalition and DOE. The time it takes to achieve designation depends on the coalition's willingness to incorporate DOE's feedback, and how quickly the coalition is able to make any recommended revisions. This comprehensive process is designed to ensure that the coalition is well-positioned to play an important role in achieving the energy security, economic and environmental goals of the Clean Cities Program.

Step 1: Hold Stakeholder Meetings and Form a Coalition

Stakeholders

The Stakeholders are the key partners in each Clean Cities coalition. They consist of representatives from the public and private sectors, as well as nonprofit organizations. Successful coalitions secure stakeholder commitments to:

- Assist with developing and executing the Program Plan
- Attend coalition meetings and participate in coalition events
- Purchase AFVs, hybrids, and idle reduction equipment
- Invest in alternative refueling or recharging infrastructure
- Use high-level blends of biodiesel and ethanol
- Serve as members of coalition committees and boards
- Ensure that action steps are completed, goals are met and new goals are set
- Help with Coalition fundraising

Stakeholder groups generally include the following:

- Federal, state and local governments, agencies and departments
 - This can include, for example, transportation, general services, environmental and parks and recreation departments, or the government as a whole, as in “City of Ridgewood.”
- Utilities and other alternative fuel providers, including distributors, wholesalers and retailers
- Alternative fuel vehicle and engine manufacturers
- Vehicle dealerships, fueling and recharging equipment suppliers
- Private light, medium and heavy-duty fleets, e.g., taxis, delivery fleets, private refuse haulers
- School districts
- Airports and port authorities

- Transit agencies
- Colleges and universities
- Environmental organizations
- Local businesses
- Other stakeholders

Forming a Coalition

When forming your coalition, keep in mind the following points:

- Coalitions are generally started by a core group of stakeholders with common interests who arrange an initial meeting. Subsequent meetings are held to formalize the direction the coalition will take, set priorities, identify goals and determine the action steps needed to reach those goals. A Coordinator should be selected early in the process, to keep the coalition on track and spearhead the coalition's activities.
- Coalition members will represent a range of viewpoints, and will favor different types of alternative fuels, vehicles and technologies. It is good to have a balance between public and private fleet operators, and to have a wide variety of Clean Cities technology portfolio elements represented on your coalition. It is also important to maintain *fuel neutrality*, and to not focus primarily on one fuel or technology, at the expense of other viable options.
- In developing your stakeholder group, you will want to work with state and local energy, environmental and transportation agencies, as they will already be focused on issues related to Clean Cities and will be able to provide you with many valuable contacts.
- Private business and local government fleets are especially good candidates for membership in Clean Cities coalitions.
- EPCRA regulated fleets, which include many federal, state and alternative fuel provider (utility) fleets, may be very interested in joining Clean Cities coalitions. ***If these fleets are included as coalition members, however, they must be in compliance with the EPCRA acquisition requirements.***
- There are a number of national organizations with local branches that are members of existing Clean Cities coalitions that may be good candidates for membership in your coalition. These include the National Park Service, branches of the Armed Forces and companies participating in Clean Cities' National Clean Fleets Partnership.
- Once you have developed a good stakeholder base, you may want to organize into smaller Working Groups that can focus on issues of importance to your coalition. Experience has shown that starting with a small, manageable number of Working

Groups is preferable to establishing a large number that may be understaffed and may never get off the ground. Some examples of possible Working Groups are:

- Fuels and Infrastructure
- Communications/Outreach and Education/Training
- Legislation
- Fundraising
- Vehicles and Fleets
- Idle Reduction
- EV Planning
- Coalition Membership
- Media and Public Relations

Step 2: *Appoint a Coordinator*

The Coordinator serves as executive director of the coalition and should be a professional with access to community decision-makers. He/she is also the primary contact with DOE and the nationwide network of Clean Cities Coordinators. The Coordinator and staff, if any, have primary responsibility for the coalition's ongoing operations and lead the stakeholders in outreach, project implementation and fundraising activities.

Often, a leader will emerge from the original group of stakeholders who can step into the Coordinator role. In other cases, the coalition may decide to hire a Coordinator from outside the organization. S/he may be an employee of a government agency, nonprofit, business or other host organization who is assigned to work on Clean Cities activities on a full or part-time basis. ***The most effective coalitions are staffed by dedicated, full-time Coordinators.*** The coalition is responsible for ensuring that the Coordinator's salary is fully funded.

DOE currently provides support funding to designated coalitions that provide certain levels of support to their stakeholders and complete certain deliverables.

Step 3: *Assess the Local Marketplace for Alternative Fuels*

A coalition applying for Clean Cities designation must demonstrate to DOE that a healthy regional marketplace exists for alternative fuels and other petroleum reduction technologies. The number and type of AFVs and hybrids, the amount of alternative fuels used and produced, idle reduction technologies employed, and fuel economy measures undertaken must be documented.

This is one of the most important, and most labor-intensive, steps in the designation process. To obtain this information, a comprehensive stakeholder survey must be undertaken. The coalition will use the information obtained from this survey to prepare its strategic Program Plan, which will be reviewed by DOE. It will also be used to respond to DOE's data requests, which include an annual Clean Cities questionnaire and a quarterly Alternative Fuels Price Report.

Step 4: Set Goals and Develop Action Steps

Knowing the current market situation for the various Clean Cities technologies in use makes it possible for the coalition to set realistic goals for petroleum reduction. The Clean Cities program has set an overall goal of displacing 2.5 billion gallons of petroleum per year from the transportation sector by 2020. Clean Cities coalitions must increase the amount of petroleum displaced by 17% per year in order to reach this goal.

When setting its petroleum reduction goals, the coalition should be specific about what types of projects will be implemented over the next three years, and the amount of fuel savings that can result from each. It may not be possible to implement all of the Clean Cities technologies or use all of the different alternative fuels; each coalition's stakeholders should determine which strategies work best for them. The goals developed here will be set forth in the Program Plan, and will be re-evaluated at regular, three-year intervals.

It is during this stage that the stakeholders assess their individual situations to determine what commitments they can make toward meeting the coalition's petroleum reduction goals. These commitments should be reasonable and quantifiable, e.g., number and type of AFVs to be purchased, amount of biodiesel fuel to be used, etc.

Step 5: Develop a Draft 3-Year Program Plan

In order to be designated as an official Clean Cities program, each coalition must develop a strategic Program Plan, which consists of the following:

- An introduction and coalition overview
- Information on the coalition's Coordinator
- Details about the stakeholders, their roles in the coalition and their commitments to current and future actions
- Coalition governance details: Steering Committee, Working Groups, Board of Directors, etc.
- A discussion of the coalition's ongoing Clean Cities activities, including details about the following:
 - The number and type of alternative fuel vehicles (AFVs), and hybrid-electric vehicles (HEVs) in the coalition
 - Amounts of alternative fuels being used or produced
 - Available refueling and recharging stations
 - Idle reduction technologies employed by coalition members
- Coalition goals for the next 3 years. Include projections for AFVs, hybrids and refueling/recharging stations to be added and action steps to implement the goals.

Section VII contains a more detailed explanation of the specific requirements for developing a coalition's Program Plan.

New West Technologies, LLC staff will be assisting DOE with the designation process, and will be working closely with each coalition's coordinator and stakeholders, as well as the PMC regional manager, as the coalition develops a draft of the Program Plan for DOE review. The primary New West Technologies, LLC contact for Clean Cities designations is:

Ellen Bourbon
New West Technologies, LLC
1911 N. Fort Myer Drive, Suite 300
Arlington, VA 22209
Ph: (240) 696-6576

e-mail: Eboubon@nwttech.com

All Program Plan drafts should be submitted to New West Technologies, LLC at the above address. *The Program Plan should be submitted in hard-copy and by e-mail.*

Step 6: Negotiate, Revise and Finalize the Program Plan

Finalizing the Program Plan involves an extensive collaborative process between the coalition and DOE. New West Technologies, LLC will assist DOE with review of the initial draft Program Plan and will submit recommendations, on behalf of DOE, to the coalition for any needed revisions. Ideally, the coalition will address all of the comments and make any necessary modifications at this time. If, however, the changes made are not sufficient to address any weaknesses in the Program Plan, this step of the process could involve several rounds of comments and revisions before the Program Plan can be finalized.

After all comments have been adequately addressed, the coalition will submit the final draft of the Program Plan to the PMC regional manager for review. ***The Program Plan serves as the coalition's formal application to the DOE for designation, so the coalition's goal should be to submit a Program Plan to the PMC regional manager that will require few, if any, additional changes.*** If any minor revisions are required at this time, the coalition will make the necessary changes and re-submit the Program Plan to the PMC regional manager, who will then forward it to DOE headquarters for their review.

Step 7: Conduct Webinar

Once DOE HQ is satisfied with the coalition's written Program Plan, a designation interview, in the form of an interactive webinar, will be conducted. New West Technologies, LLC will assist coalitions in preparing for and conducting this webinar with DOE. The webinar is a web-based PowerPoint slide presentation, with audio via telephone, which should last about 1-1/2 to 2 hours. The webinar will allow the members of the Presentation Team to talk directly with DOE HQ and the PMC regional manager about their coalition and how it will be successful in contributing to the goals of the Clean Cities Program. A template of the presentation will be provided to assist the coalition in preparing for this webinar. *The coalition will not have to travel to conduct the webinar.* Preparation will include doing a dry-

run presentation. During the webinar, the Presentation Team should be prepared to answer any questions DOE may have regarding the Program Plan and/or coalition activities.

The coalition's Presentation Team should consist of a mix of the following:

- Coordinator (required)
- Management from coalition's host organization
- Key stakeholders
- Representatives from the coalition's Board of Directors or Steering Committee, including the Chairperson, if applicable.

DOE representatives will include:

- Clean Cities DOE headquarters leadership staff
- PMC regional managers
- Other DOE management and Vehicle Technologies Program staff, as appropriate
- DOE support contractors

Step 8: Sign Stakeholders Memorandum of Understanding (MOU) and Celebrate Designation

After the webinar has been completed and DOE is satisfied that the coalition has met all the requirements for designation, the coalition's stakeholders will formalize their commitment to the Clean Cities program and to each other by signing a Memorandum of Understanding (MOU). The MOU sets forth the agreements, the respective responsibilities and procedures necessary to carry out the objectives of the coalition, as identified in the Program Plan, during the following three years. The MOU is non-binding and does not create any contractual rights or obligations with regard to the signatories or other parties.

Each stakeholder should have an authorized representative sign the MOU. For government entities, the head of the participating government or individual agency should be the signatory to the coalition's MOU. For example, "John Smith, Public Works Director, City of Ridgewood" or "Sally Jones, Mayor of Ridgewood." A sample MOU is included as Attachment B to this Guide.

Many coalitions choose to hold a formal MOU signing ceremony in conjunction with a luncheon or other festivities. While this is not required, it is a useful way to reward the coalition members for all their hard work in obtaining designation as a Clean Cities program, and can serve as a great networking event. DOE staff members are occasionally available to attend official signing ceremonies, depending upon budget constraints and travel restrictions.

VI. After Designation

Implementing the Program Plan

After the coalition has been designated as an official Clean Cities program, it is important to maintain momentum, and to keep the stakeholders active and involved. The Coordinator should schedule regular stakeholder meetings, and the individual working groups should begin meeting as soon as possible. The coalition should remember to work closely with DOE, its contractors and the other Clean Cities coordinators while working toward the petroleum reduction goals in the Program Plan.

Re-designation and MOU Renewal

Every three years, each Clean Cities coalition will undertake the process of re-designation, which involves reviewing the commitments, goals and action steps set forth in the Program Plan, renewing the MOU, and making a webinar presentation to DOE. A Re-designation Guide, outlining the steps to take, is available on the Clean Cities website.

VII. Developing the Coalition's Program Plan

Introduction

The detailed information obtained while assembling the stakeholders group, assessing the market situation, setting goals, and delineating action steps will be used to prepare the coalition's strategic Program Plan. The Program Plan serves two purposes:

- It sets the direction the coalition will take during the next three years.
- It serves as the coalition's application to DOE for designation as an official Clean Cities program.

The coalition will work closely with its PMC regional manager, and with New West Technologies, LLC in developing the Program Plan. It will likely take several drafts and a number of revisions before the Plan is ready to submit to DOE HQ for final review. The guidance provided in this section should help ensure that the coalition's final document is acceptable to DOE, and that the coalition is designated as an official Clean Cities program.

Program Plan Elements

The Program Plan is expected to contain the elements outlined below. It will be evaluated for completeness based on these elements.

A) Coalition Overview

- Indicate that this Program Plan is being submitted to the U.S. Department of Energy as part of your coalition's application to become a designated Clean Cities Program.

- Provide background information about the coalition. Include the following:
 - Describe when and how the coalition got started.
 - Why does the coalition want to become a designated Clean Cities Program? What sparked your interest in Clean Cities?
 - Describe the coalition's geographic area (cities, counties, state). Include a map of the coalition boundaries, to put it in context with other nearby Clean Cities coalitions.
 - What is the population of the coalition area? Describe whether it is urban, rural, suburban, industrial or agricultural, etc.
 - Does your coalition have any unique characteristics?
 - Who are the primary stakeholders in your coalition area?
 - What are the primary alternative fuels, vehicles and technologies currently in use in your area?
 - Highlight any major accomplishments related to increasing the use of alternative fuels, advanced technology vehicles and clean fuel infrastructure in your community.
 - Does the coalition have a website or utilize other social media? If so, provide the addresses and any other relevant information.

- The coalition should include a Vision Statement, which describes in broad terms the coalition's vision of where it would like to be in three years, in this section.

B) Federal, State and Local Legislation

- Are any EPA covered fleets active members of the coalition? How much potential is there to work with EPA covered fleets in your area? For information on EPA mandates, go to <http://www1.eere.energy.gov/vehiclesandfuels/epact/index.html>.
- Is your coalition in a federal Clean Air Act Amendments non-attainment area? If so, which pollutants are of greatest concern? Is your city/region participating in any EPA air quality improvement programs? What role can your coalition play in these efforts?
- What state, regional or local programs are in place to help your city/region improve its air quality? Are there any state, regional or local initiatives related to climate change or greenhouse gas reduction that are relevant to forming your coalition?

C) Coalition Structure

Clean Cities Coordinator

- Who is the coalition's Coordinator and how was he/she chosen?
- What is the Coordinator's background? Does he/she have any previous experience with alternative fuels, clean air programs, program coordination, etc.?

- Is the Coordinator a volunteer or a paid employee? If paid, how is the Coordinator's salary funded? Is this an ongoing source of funding or for a limited period of time?
- In what agency, business or nonprofit is the Coordinator based?
- Is this a full or part-time position? If part-time, what are the Coordinator's other duties and how many hours a week are dedicated to Clean Cities work? **Note: DOE prefers to designate coalitions that commit to full-time dedicated coordinators.**
- Does the Coordinator have any other staff members who work on Clean Cities activities? Are they full- or part-time? How are the salaries funded?
- How frequently are coalition meetings held?
- Provide the Coordinator's contact information, including name, title, organization, address, phone(s), fax and e-mail address.

Steering Committee and/or Board of Directors

- Does the coalition have a Steering Committee? If so, which stakeholders serve on the Steering Committee? Were they elected or did they volunteer? Describe their roles.
- Does the Coalition have a Board of Directors? If so, were they elected or did they volunteer? Describe their roles.
- Is the coalition a 501(c)(3) nonprofit organization? If not, are there any plans to seek nonprofit status?
- Provide a contact list of Steering Committee and/or Board of Directors in the Program Plan Appendix. You may include this as part of the Stakeholder Contact List or as a separate list. (See sample in Attachment C to this guide.)

Working Groups

- Identify your coalition's Working Groups and their members.
- Indicate any initiatives currently being undertaken by the Working Groups, and any results or accomplishments to date.

D) Current Coalition Activities

This section should include a breakdown, *by stakeholder*, of all Clean Cities activities being undertaken in your coalition area. This includes AFVs, hybrid-electric vehicles and alternative fuels in use, refueling infrastructure, idle reduction technologies employed, etc. Information obtained from your stakeholder survey should be used to complete this section.

- Indicate what type of survey was conducted, i.e., by phone, e-mail, website, U.S. mail, etc., and when it was conducted.
- Describe the coalition's stakeholder base. How many stakeholders are there, and of what types? Be specific, i.e., number of local governments, private fleets, EPAct fleets, fuel providers, colleges, etc.
- Provide a stakeholder contact list, including name, title, organization, address, phone(s), fax and e-mail address as Table 1 in the Appendix to the Program Plan. (See the sample summary table formats provided in Attachment C to this Guide.)
- Which stakeholders' fleets are subject to Energy Policy Act (EPAct) mandates? Go to: <http://www1.eere.energy.gov/vehiclesandfuels/epact/index.html> for more information on EPAct requirements.

Note: All stakeholders that are subject to the EPAct AFV acquisition requirements must be in compliance with those requirements in order for the coalition to be approved for designation as a Clean Cities program.

- Provide a brief description of each stakeholder's role in the coalition. For each, this should consist of a short paragraph of several sentences. Include the following, if applicable:
 - How many AFVs the stakeholder currently operates and what type, i.e., light, medium or heavy-duty, CNG, propane, EVs, etc.
 - How many hybrid-electric vehicles the stakeholder currently operates and what type, i.e., passenger cars, heavy duty trucks, transit buses, etc.
 - The amount of alternative fuel, including biodiesel and ethanol blends, used per year
 - The number of refueling or recharging stations operated by the stakeholder. Indicate whether the stations are private or publicly-accessible.
 - Idle reduction equipment in use
 - Any other Clean Cities technologies employed
- Provide summaries of the stakeholder activities described in the narrative above. Include a table for alternative fuel vehicles as Table 2, a table for refueling/recharging infrastructure, as Table 3, and a table for alternative fuel usage as Table 4 in the Appendix to the Program Plan. If idle reduction or any of the other Clean Cities technologies are being used in the coalition area, include a separate table for those activities, as well. (See the sample summary table formats provided in Attachment C to this Guide.)
- If you are aware of other fleets in your coalition area that are not stakeholders, but that use AFVs, alternative fuels, idle reduction technologies, etc., survey those fleets and tally their information in a separate table, as Non-stakeholder Fleets.

- Include a discussion of any relevant industries, such as AFV or refueling/recharging equipment manufacturing, biofuels production, etc. that exist in the coalition's region, whether or not they are stakeholders.
- Describe the coalition's strategy to encourage the use of electric vehicles and the introduction and expansion of a recharging network.
- Does the coalition have a plan to encourage the use of idle reduction technologies by local fleets? If so, provide details.
- Indicate what barriers exist to implementing any of the Clean Cities petroleum reduction technologies within your coalition's area, and what approaches might be taken by the coalition to overcome these barriers.

E) Goals, Action Steps and Commitments

This section is critical to the coalition's success. The coalition's goals should reflect those of the national Clean Cities program. DOE has determined that a 17% annual increase in petroleum reduction is necessary to reach the overall goal of displacing 2.5 billion gallons of petroleum per year from the transportation sector by 2020.

At a minimum, the coalition should address the goals outlined below. Include the specific action steps the coalition will take to reach each goal. Include anticipated completion dates for the action steps, and identify which stakeholders will be involved in each. The coalition may include additional goals, if needed.

Program Plan Goals

- Goal 1:** Increase the number of AFVs and hybrid-electric vehicles on the road each year. Pay particular attention to those classes of vehicles that can have the greatest impact on petroleum displacement. Include 3-year projections in Table 2 in the Appendix to the Program Plan.
- Goal 2:** Increase the number of alternative fuel refueling or recharging stations in operation in the coalition area. Include 3-year projections in Table 3 in the Appendix to the Program Plan.
- Goal 3:** Recruit new stakeholders. Include specific fleets and stakeholders to be recruited, i.e., private fleets and local government fleets, and the recruitment strategy.
- Goal 4:** Develop and promote incentives to increase the use of alternative fuels and vehicles and idle reduction technologies in the coalition area.

Goal 5: Communicate the Clean Cities message to the public. Include specific outreach activities, target audiences and anticipated outcomes.

Goal 6: Achieve coalition financial sustainability.

Goal 7: Educate policymakers about the benefits of the Clean Cities portfolio of technologies.

Monitoring Program

To measure the effectiveness of local Clean Cities coalitions, DOE has established an annual reporting process, which requires each Coordinator to respond to an electronic questionnaire about the coalition's activities and accomplishments for the previous calendar year. In addition, each PMC regional manager holds monthly conference calls during which each coalition provides an update on its current activities. These calls allow coordinators to provide feedback on the support they have received from DOE and offer suggestions for future activities.

Indicate how progress toward each of the coalition's goals will be monitored and how success will be measured. What role will the Working Groups and Steering Committee or Board of Directors play in ensuring the coalition's success?

Stakeholder Commitments

Include a table indicating stakeholder commitments during the next 3 years as Table 5 in the Appendix to the Program Plan. (See the sample summary table format provided in Attachment C to this Guide.)

F) Funding and Sustainability

While DOE has been able to provide some partial funding assistance in the past, it is important for individual Clean Cities coalitions to be able to sustain their operations on an ongoing basis independent of DOE funding. Describe the coalition's sustainability strategy.

- Has the coalition obtained any grants or other funding to implement petroleum reduction projects? If so, provide a brief project description and indicate the amount and source of the funding, and the project status.
- Are any fundraising efforts currently underway? Describe the coalition's strategy for obtaining funding from a variety of sources to maintain its operations, and how the strategy builds on what the coalition has already done.
- Has the coalition researched available funding opportunities from various federal sources, such as DOE, EPA, U.S. Department of Agriculture? If so, indicate specific proposals that will be submitted.

- If dues structures, outside grants or partnerships with other organizations will be included in the funding strategy, describe how each will be implemented.
- If targeted sources of funding fall through or are scaled back, what is the coalition's fallback strategy for funding ongoing operations?
- Are there any state or local laws or incentives that help promote AFVs, fuels or technologies in your area? Include information on available AFV purchase rebates, tax credits, HOV lane exceptions for hybrids, etc. This information may be available at <http://www.afdc.energy.gov/afdc/laws/state>.
- How will coalition membership be sustained and expanded? How will the coalition diversify its stakeholder base?
- How will the coalition encourage stakeholder retention and active membership? Will members be surveyed on a regular basis for feedback?
- Are there any gaps in membership? Is the coalition well-rounded, with members from state and local governments, regional organizations, private sector fleets, nonprofits, etc.?
- Describe the coalition's coordinator succession plan. In the event of personnel turnover, how will the coalition transfer institutional knowledge to the new coordinator?
- How will the coalition maintain records and other information regarding operations?
- What training will the coordinator pursue over the next 3 years to develop his/her skill set?

G) Outreach and Education

- What is the coalition's outreach and education strategy? What are the target audiences for the various efforts? How will the coalition follow up the initial efforts?
- Does the coalition have a newsletter or e-newsletter? How frequently is it published? Attach a sample and include a link, if available.
- Does the coalition have a web site? Does the coalition utilize other social media, such as Facebook or Twitter? How frequently is the information updated? Include a link to online media, if available.
- How will the coalition publicize its successes and the benefits of reducing petroleum consumption? How will it build interest and support for coalition activities?

H) Appendix

Include the following information in an Appendix to the Program Plan. (See the sample tables provided in Attachment C to this Guide.)

Table 1 Stakeholders Contact List

Table 2 Summary of Alternative Fuel Vehicle Activities, Current and Projected

Table 3 Summary of Refueling/Recharging Infrastructure Activities

Table 4 Summary of Alternative Fuel Usage

Table 5 Stakeholder Commitments

Attachment A
Clean Cities Program Contacts

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ATTACHMENT B**[NAME OF COALITION]*****(Sample)* MEMORANDUM OF UNDERSTANDING**

By and Among

Stakeholder Name

Stakeholder Name

Stakeholder Name

Stakeholder Name

The above members of the [\[name of coalition\]](#), organized as part of the U.S. Department of Energy (DOE) Clean Cities Program, and operated under the auspices of [\[name of sponsoring organization, such as a city government, if applicable\]](#), join together for the purpose of:

- 1) Advancing the energy, economic and environmental security of the United States by supporting local decisions to adopt practices that reduce the use of petroleum in the transportation sector;
- 2) Reducing dependence on petroleum-based and imported fuels in fleets in [\[the coalition area/region\]](#), consistent with the goals of the federal Energy Policy Act of 1992, the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007;
- 3) Meeting the petroleum reduction goals of the National Clean Cities Strategic Plan, and incorporating those goals into the coalition's own Strategic Plan;
- 4) Complying with the health-based air quality standards for ozone, carbon monoxide and particulates contained in the federal Clean Air Act Amendments of 1990;
- 5) Carrying out [\[the coalition's state\(s\) and/or city\(ies\)\]](#)'s air quality and energy legislation, executive orders, or policies in a coordinated manner;
- 6) Increasing public awareness of the energy security and air quality benefits of using alternative motor fuels and vehicles, plug-in electric and hybrid-electric vehicles, idle reduction technologies and other fuel economy measures;
- 7) Encouraging the development of refueling, recharging, service and maintenance facilities for alternative fuel, plug-in electric and hybrid-electric vehicles;
- 8) Reducing greenhouse gas emissions from the transportation sector.

Purpose of MOU

The purpose of this Memorandum of Understanding (MOU) is to set forth the agreements, respective responsibilities and procedures necessary to carry out the objectives of the [\[name of coalition\]](#), a voluntary activity sponsored by DOE to reduce the consumption of petroleum in the transportation sector.

Guidelines

The [\[name of coalition\]](#) will be administered according to the [\[name of coalition\]](#) Program Plan, which serves as Attachment A to this MOU. The signatories herein agree that the [\[name of coalition\]](#) Program Plan is designed to achieve the objectives of the Clean Cities Program and follows the guidelines described below:

- Sets forth goals defining what the [\[name of coalition\]](#) seeks to accomplish and why.
- Creates an organizational structure enabling the [\[name of coalition\]](#) to effectively carry out its mission.
- Gathers primary information on fuels, vehicles, infrastructure, idle reduction and fuel economy measures from participating [\[name of coalition\]](#) stakeholders.
- Sets forth objectives and action steps, designed to be the “how to” elements of the Program Plan.
- Establishes timetables for achieving goals and objectives.
- Establishes a system for monitoring program management, outreach and education and a method for conveying program performance to DOE.

[\[Note: Coalition may include specific activities/goals, structure, etc., above, as long as they appear in the Program Plan.\]](#)

Public Information Coordination

Subject to the Freedom of Information Act (5 U.S.C. 552), decisions on disclosures of information to the public regarding projects and programs referenced in this MOU shall be made by the DOE following consultation with appropriate parties within DOE and the [\[name of coalition\]](#).

Authority

This MOU is authorized under the following laws and regulations: the Energy Reorganization Act of 1974, which permits DOE to use the facilities of public agencies, requires DOE to consult with the heads of other agencies on the use of their facilities, and allows DOE to enter into

cooperative projects with other public and private agencies; and the Energy Policy Act of 1992 (EPAct), Section 505, Voluntary Supply Commitments, which requires DOE to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers.

Policy

This MOU is non-binding; it is not intended to and does not create any contractual rights or obligations with regard to the signatories or any other parties. This MOU may be amended with the written consent of a majority of the [\[name of coalition\]](#) stakeholders. Participation in the [\[name of coalition\]](#) may be terminated by any signatory upon thirty (30) days written notice to the other parties. This MOU may be terminated by the mutual written agreement of the signatories. The responsibilities of the signatories are summarized in the Appendix to the Program Plan.

Effective Date

This MOU shall become effective on [\[insert date\]](#) and shall remain effective for a period of 3 years, upon which the MOU becomes eligible for renewal.

MOU Signatories

Name, Title
Organization

Date

Name, Title
Organization

Date

Name, Title
Organization

Date

Name, Title
Organization

Date

Attachment C
Sample Summary Tables for Program Plan Appendix

Stakeholder Contact List

(Include as Table 1 in the Appendix to the Program Plan; spreadsheets work well)

Name	Title	Company	Address	City	State	Zip	Phone	FAX	e-mail

Alternative Fuel Vehicles *(examples)*

(Include as Table 2 in the Appendix to the Program Plan)

Organization	Location	Fuel Type	# of Vehicles (2011)	Projected # Vehicles (2014)
Metro Transit	Grove City	HEV (HD buses)	25	35
		Propane (MD)	4	6
Ridgewood Public Works	City of Ridgewood	EVs (LD)	14	15
		CNG (HD, dedicated)	6	8
		CNG (LD, bi-fuel)	3	5
		HEV (LD)	14	25
Standard Propane	City of Ridgewood	LPG (LD)	3	4
State University	City of Ridgewood	Biodiesel buses (HD)	3	3
		HEV (LD)	7	10

Refueling/Recharging Infrastructure *(examples)*

(Include as Table 3 in the Appendix to the Program Plan)

Fuel Type	Station Name	Address	Access	Existing/ Projected?
CNG	Public Service	401 Main St. Ridgewood	Private	Existing
CNG	Ridgewood DOT	511 Weston St. Ridgewood	Public	Existing
EV (L-II)	Shoppers Mall	Grove City Plaza	Public	Projected - 2013
LPG	U-Haul	44 Main St. Grove City	Public	Existing

Alternative Fuel Usage *(examples)**(Include as Table 4 in the Appendix to the Program Plan)*

Stakeholder Name	Fuel Type	Amount used (gallons/year)
Community College	E85	700 gal. (595 gal. ethanol)
Ridgewood DPW	LPG	500 gal.
State University	Biodiesel (B20)	1000 gal. (200 gal. B100)

Stakeholder Commitments *(examples)**(Include as Table 5 in the Appendix to the Program Plan)*

Stakeholder Name	Point of Contact	Area of Commitment	Specific Activities
Fairview Truck Stop	Tom Hardy, 888-555-9999	Idle Reduction – Truck Stop Electrification (TSE)	Install 25 TSE pedestals by July, 2012
Metro Transit	Jack Evans, 888-555-2424	HEV buses	Add 3 HEV buses to fleet by August, 2012
Public Service	Bob Johnson, 888-555-1212	EVs	Install 3 Level II charging stations by June, 2012