U.S. Department of Energy

Clean Cities Designation Guide

A Resource for Developing, Implementing, and Sustaining Your Clean Cities Program

March 2004

Alternative Fuel
Information Series

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From the Office of Energy Efficiency and Renewable Energy

For more information:

- Call the Clean Cities Hotline at 1-800-CCITIES
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Welcome to Clean Cities

This *Guide* explains how your community can join forces with the nationwide network of Clean Cities coalitions to increase and strengthen the alternative fuel transportation market. The U.S. Department of Energy (DOE) Clean Cities Program provides a framework for coalitions to develop a strategic program plan and develop partnerships to expand the local alternative fuel vehicle (AFV) market. 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, and celebrates the community's demonstrated commitment to increase the use of alternative fuels.

The coalition's efforts *after designation*, accomplishing the goals outlined in the strategic program plan, are the key to strengthening the community's existing alternative fuel market by adding AFVs and infrastructure.

The *Clean Cities Designation Guide*

This *Guide* was developed for communities interested in joining the Clean Cities program to further develop their existing alternative fuel market. Sections I and II of the *Guide* provide an overview of the Clean Cities Program and outline the steps to become a designated coalition. The program plan serves as the petitioning coalition's application for Clean Cities designation.

Three tools are provided in Section III, Program Plan Development Manual to help coalitions develop their program plan. The tools include:

- Detailed Program Plan Development Instructions
- Program Plan Format
- Program Plan Review Checklist

The *Guide* is available electronically on the Clean Cities Website http://www.ccities.doe.gov.

We hope you find the *Clean Cities Designation Guide* a helpful resource for developing, implementing, and sustaining your Clean Cities program. The DOE Regional Office (RO) Clean Cities staff and a nationwide network of Clean Cities stakeholders can provide guidance before, during and after designation. If you have questions or would like to learn more about the program, the Clean Cities hotline and Clean Cities Website can provide you with up-to-date information.

- Toll-free Clean Cities Hotline: 800-CCITIES (1-800-224-8437)
- Clean Cities Website: **www.ccities.doe.gov**

Fact sheets, case studies, coalition activities, and other AFV and alternative fuel information are available via the Alternative Fuels Data Center Website.

- Alternative Fuels Data Center Website**:** **www.afdc.doe.gov**

I. PROGRAM INTRODUCTION

What is Clean Cities?

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 alternative fuel market. Clean Cities provides a framework for coalitions to focus and coordinate the activities of alternative fuel vehicle (AFV) proponents and a forum to develop partnerships, investigate opportunities for joint projects, leverage resources, and collaborate on public policy.

More than 80 coalitions have been designated during the program's first 10 years. As of January 2004, Clean Cities' 4,400 stakeholders operate thousands of AFVs that collectively displace approximately 180 million gallons of petroleum and lower emissions by 31,800 metric tons each year.

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 imported oil. The purpose of Clean Cities is to promote the use of alternative transportation fuels that will decrease reliance on petroleum fuels and reduce emissions from transportation vehicles.

To reduce dependence on imported oil and meet emergency preparedness and homeland security needs, Clean Cities and other DOE programs are working to develop and introduce alternative fuel transportation technologies that are more efficient, environmentally friendly, sustainable, and safe.

Clean Cities recognizes alternative fuels identified by EPAct. The EPAct alternative fuels 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 EPAct 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 taken and which are completed prior to designation include holding stakeholder meetings, appointing a coordinator, gaining stakeholder commitments to purchase AFVs and build infrastructure, and developing a strategic program plan.

Clean Cities designation is not a rubber stamp denoting a city or community as "clean." Designation is an event that recognizes a coalition that is working to further develop their existing alternative fuel market by using the Clean Cities program framework and strategic planning process.

The organization and planning steps coalitions take prior to designation drive their activities after designation. Together, the activities of each coalition form a cohesive nationwide program dedicated to achieving the goals of each community and the goals of the Clean Cities Program. The Clean Cities Program goals are:

- One million AFVs (using alternative fuel) on the road by 2010
- One billion gasoline gallon equivalents of alternative fuel used per year by 2010
- 75 percent of Clean Cities coalitions self-sustaining by 2005

The Clean Cities Strategic Plan provides more information on the program goals and strategies. The plan is available on the Clean Cities Website at www.ccities.doe.gov/pdfs/ccstrategic.pdf

Coalitions receive guidance before, during and after designation from the Department of Energy Regional Office (RO) staff. The RO staff assists coalitions throughout the designation process and after designation as they take the necessary actions to accomplish their goals. RO staff contact information is provided at http://www.ccities.doe.gov/contacts/regional.shtml.

The process of becoming a designated Clean Cities coalition is just that - a process. Coalitions will often work for two years holding planning meetings, gathering the necessary stakeholder support, and building a market foundation before submitting a program plan. A step-by-step Coalition Development, Planning, Designation and Implementation Process list is provided in Appendix A.

Why should my community join Clean Cities?

In addition to providing a framework for the community to increase their existing alternative fuels market, DOE provides:

- A DOE Regional Clean Cities Advisor
- A hotline
- A Website that features technical information, AFV success stories, an overview of AFV product offerings and alternative fuel incentives and laws, and links to other AFV sites

- An information exchange which includes workshops, national conferences, and regional meetings
- Discounted registration fees to attend the National Clean Cities Conference
- Assistance with public outreach activities
- Public recognition of local stakeholders as community champions
- Networking opportunities to build AFV partnerships
- Alternative fuel publications
- Fund raising, grant writing, and market development training
- Competitive funding opportunities available only to designated coalitions to support local AFV and alternative fuel infrastructure projects. Clean Cities designation **does not** guarantee federal funding. It does, however, mean **eligibility** for funding. Designated Clean Cities coalitions are eligible to compete for funds under DOE's State Energy Program Special Projects grants

What can a coalition do to increase the community's existing alternative fuel market?

Coalitions can become designated members of the Clean Cities and partner with the network of coalitions and DOE to strengthen the nation's alternative fuel market by working to:

- Increase the local and national AFV market by increasing nationwide demand, helping auto manufacturers meet the challenge to develop market-driven products
- Expand the alternative fuel refueling and service infrastructure as the AFV market expands
- Support regulated fleets to meet EPAct AFV purchases
- Create jobs and commercial opportunities to support AFV technologies, products, fuel production, infrastructure development, and service industry career opportunities
- Reduce transportation vehicle emissions
- Increase public awareness of the benefits of alternative fuels
- Expand fuel choices to allow each community to choose the alternative fuels that best serve the local economy, residents and businesses
- Develop "clean corridors" to provide alternative refueling stations for interstate transportation. Clean corridors are locations where alternative refueling stations are available frequently enough for AFVs to travel longer distances, usually state-to-state.
- Comply with legislation and regulations. All of the Clean Cities activities described are designed to fulfill the requirements of legislative and executive directives, including:

  - Executive Order 13149: Greening the Government – Federal Fleet and Transportation Efficiency, 2000
  - Executive Order 13031: Federal Alternative Fueled Vehicle Leadership, 1996
  - Energy Policy Act of 1992
  - Clean Air Act Amendments of 1990
  - Alternative Motor Fuels Act of 1988

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

Although the program is voluntary, certain steps need to be taken to become a designated member of the Clean Cities program. The requirements are simply nine steps within a strategic planning and implementation process. Coalitions that have used this process have successfully increased the alternative fuel market in their communities. The steps are:

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

While DOE provides guidance and support, 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 a market foundation *prior to designation.* An established alternative fuel market with AFVs using alternative fuels should be in place *prior to designation*. DOE has recommended a baseline number of AFVs that should be on the road prior to designation. The recommended numbers are provided in the following pages of the *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 in their program plan.

Coalitions provide updates of their accomplishments to DOE by completing the Clean Cities Annual Report. The accomplishments and information reported by each coalition are used to report Clean Cities progress to Congress, assist regions in developing clean corridors, and assist coalitions throughout the Clean Cities network. Each coalition continues their relationship with their RO, keeping him/her up-to-date throughout the year and attending the annual Clean Cities regional meeting. Coalitions are also encouraged to attend the annual National Clean Cities Conference. Designated coalitions receive a discounted registration fee.

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 over the next five years, and to outline respective responsibilities to carry out the objectives of the Clean Cities Program. Five years after the original MOU is signed, 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.

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 One through Seven. Step Eight is the starting point of the implementation phase, where the coalition puts its program plan into action. Step Nine 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 alternative fuel market and can assist in increasing the market. Stakeholders are usually entities with transportation, energy, and environmental interests. Their 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:

- Mayor's office
- City and State energy, transportation and environmental offices
- Public sector fleet managers and operators
- Local utilities and fuel suppliers
- Vehicle and equipment manufacturing companies and local dealers
- Trade associations
- Locally based federal agencies, including DOE, General Services Administration, Environmental Protection Agency, U.S. Postal Service, Department of Transportation
- Vehicle technicians
- Vehicle and equipment 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 sector "niche market" fleets. Their participation is crucial. Niche market fleets include:

- Taxis
- Transit Buses
- Local Delivery Fleets
- Shuttle Companies
- School Buses
- Airport Vehicles

A coalition is started by a core group of stakeholders who arrange the initial coalition meeting. Stakeholder meetings are then held to identify other potential stakeholders, understand the

stakeholders' perspectives and gather support, identify a coalition 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 program plan.

It is critical that stakeholders understand that the coalition's success is driven by specific commitments to purchase AFVs and invest in alternative fuel infrastructure.

Step 2. Appoint 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 the RO. Your RO can assist your coalition with program inception, outreach, implementation, ongoing operations, and identification of funding approaches.

A fulltime coordinator is needed to effectively implement the coalition's goals and action steps, conduct the administrative functions associated with membership, and meet the day-to-day challenges of coordinating a Clean Cities coalition. Funding the coordinator position is the coalition's responsibility. DOE does offer competitive funding opportunities to *partially* support a coordinator through the State Energy Program Special Projects grants. The opportunity to apply for this funding is available only to designated coalitions. Coalitions need to become self-sustaining. Eligibility and application for coordinator funding or any other grant **does not** ensure that the grant will be awarded. Coordinator funds may also be obtained through private sector grant programs.

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.

Clean Cities designation **does not** guarantee any type of federal funding. It does, however, mean **eligibility** for funding through the State Energy Program Special Projects grants.

Step 3. Establish Stakeholder Commitments

Successful coalitions gain stakeholder commitments to purchase AFVs and invest in infrastructure.

Individual stakeholders make specific commitments to purchase AFVs, invest in refueling infrastructure, provide AFV maintenance and service, educate the community about alternative

fuels and AFVs, and 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 the alternative fuel market.

The coalition develops goals that support the Clean Cities Program national goals. The goals are documented in the program plan with *measurable* action steps, completion dates, and responsible parties. After designation, the coalition works to meet their goals to build on the existing alternative fuel market. Clean Cities Program specific goals need to be addressed in the program plan. The goals and action steps direct the activities of the coalition after designation. Clean Cities Program specific goals are outlined in Section III, Program Plan Development Manual.

It is also important for the coalition to measure their progress to ensure to ensure that they are meeting their goals. To measure progress, coalitions develop a monitoring program based on their goals and action steps. Suggested items to measure and evaluate 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 program and providing guidance to the working groups and committees.

To measure the effectiveness of the Clean Cities Program, the program staff established an annual reporting program. Coordinators complete the annual report. The annual report is a list of questions about the coalition's activities and accomplishments for the previous calendar year. The report also includes a request for updated AFV and refueling station numbers. The information is compiled into a program database and it is used to:

- Help DOE track and report the progress of the Clean Cities Program to Congress
- Determine the winners of the annual Clean Cities coalition awards announced at the National Clean Cities Conference
- Develop success stories that are featured on the Clean Cities Website. Many coalition successes are also published in the quarterly newsletter, *Clean Cities News*.
- Help the Clean Cities staff identify coalition needs
- Help regions develop clean corridors

Step 5. Establish 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 designated Clean Cities, but it does not actively recruit new coalitions. The program focuses resources on designated Clean Cities to ensure the number of AFVs using alternative fuel increases and more coalitions become self sustaining. To maintain this focus, an established market foundation with a minimum number of AFVs using

alternative fuels is necessary prior to designation. An established market foundation demonstrates the coalition's abilities and commitment to building the local AFV market.

In the ten years that the Clean Cities Program has been in existence, it has become clear that the Clean Cities Program 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 DOE to build an alternative fuel market for them. Using the history of the Clean Cities Program, DOE requests that a number of AFVs be on the road prior to designation, to determine the strength of the existing market. An adequate number of refueling stations to service the AFVs should also be in operation. The guidelines are determined by the population that the coalition serves. The number of AFVs are based on the population that the coalition serves:

Populations < 100,000	-	100 AFVs (*Less than 100 AFVs makes it difficult to sustain a viable commercial refueling site*)
Populations 100,000– 499,999	-	100 AFVs per 100,000 population plus 10 additional AFVs for each additional 10,000 individuals
Populations > 500,000	-	500 AFVs for populations > 500,000

Examples

Population of 45,000	-	100 AFVs	Population of 900,000	-	500 AFVs
Population of 150,000	-	150 AFVs	Population of 1,500,000	-	500 AFVs
Population of 380,000	-	380 AFVs	Population of 5,500,000	-	500 AFVs

AFVs must use alternative fuel and be registered as "street legal" - able to operate on the highway - to be counted as AFVs. Forklifts, tractors, electric bicycles, etc., using alternative fuel are not counted as AFVs.

Stakeholder and other fleet operated hybrid vehicle numbers are requested in the program plan, but they are *not* counted as AFVs. Hybrid vehicle information is used for fuel displacement analysis.

Step 6. Develop a Program Plan

A Detailed Program Plan Manual is provided in Section III.

Sections I and II of this document provide an overview of the program and a general description of the required steps to become a designated member of Clean Cities. Section III, Program Plan Manual provides step-by-step instructions to assist you in developing your program plan.

Behind every successful program lies a strategic plan. The work you completed in Steps 1 through 5 will be included in the program plan. The program plan includes a description of the current local AFV market situation, a description of what the coalition has accomplished to develop the market, the coalition organizational structure, and the coalition's specific goals. It is

the coalition's strategic plan that will be implemented to strengthen the alternative fuels market. The program plan also serves as the coalition's application for designation.

The final draft of the plan is officially submitted in hard copy and electronically, to the RO for review. The RO will review the plan using the Program Plan Review Checklist included in Section III. If the RO identifies areas in need of revision, the plan and the RO's completed Program Plan Review Checklist will be returned to the coalition for revision. The RO will work with the coalition to resolve any outstanding issues. The plan is then re-submitted to the RO. After the RO approves the program plan, it is submitted in hard copy and electronically, for review by the Clean Cities Program office at DOE Headquarters in Washington, D.C. for final review and approval.

The Program Plan Review Checklist used by the Regional and Headquarters Clean Cities staff is provided:

- To ensure that petitioning coalitions understand each of the requirements for designation approval
- To ensure that petitioning coalitions understand how DOE reviews program plans
- To assist coalitions with the development of their program plan

It is strongly recommended that the coalition complete a self review of the program plan using the Program Plan Review Checklist prior to submitting the draft to the RO.

Please be aware that Clean Cities designation does not happen overnight. Program plan development and approval can often be a long and involved process. Coalitions often submit several drafts of their plan before it is approved for designation. A thorough self review of your program plan, using the Program Plan Review Checklist, will reduce the number of revisions that may be required.

Step 7. Sign a Memorandum of Understanding and Celebrate Designation

Memorandum of Understanding

The approved program plan outlines the coalition's goals and stakeholder commitments. After the program plan is approved, the next step is to ensure the coalition stakeholders are ready to sign the Memorandum of Understanding (MOU). The purpose of the MOU between DOE and the stakeholders is to set forth the commitments to purchase AFVs and build infrastructure and to outline respective responsibilities to carry out the objectives of the Clean Cities Program.

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 representative's commitment to contribute to the goals of the program. Stakeholders who have contributed and are committed to achieving the Clean Cities goals are encouraged to put their commitment in writing by signing the MOU.

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.

Designation Ceremony

After program plan approval the coalition can start planning the ceremony to commemorate and recognize designation. Working together, the coalition and DOE choose a designation event date that will maximize the opportunity to invite high visibility speakers and participants.

The type of designation event, including the location and size is up to the coalition. Many coalitions hold designation ceremonies in conjunction with another conference or event to maximize attendance. Some have had several hundred attendees and included an AFV exposition, luncheon, and live musical entertainment. Others have been smaller and less formal with less than 30 attendees gathered at an alternative refueling station.

The event agenda usually consists of speeches from invited participants, followed by the official designation presentation by the presiding DOE official. The DOE official makes remarks, adds the city's name to the Clean Cities map, and presents a Clean Cities plaque (usually to the mayor) officially designating the city a member of the program. The MOU is signed and the DOE official presents each stakeholder with a Clean Cities certificate. Suggested designation ceremony speakers include:

- Members of Congress
- Governor
- Mayor
- Community business and industry leader
- Local elected officials
- High-level representatives from DOE
- Stakeholders

In addition to designation ceremony speakers and stakeholders, attendees typically include local and state government officials; fleet managers, fuel providers and others to be recruited as coalition stakeholders and the media.

Steps 8 and 9 – Implementation and On-going Success

Step 8. Implement the Program Plan

The implementation phase is when you reap the rewards from the time spent in planning and developing your program plan.

After designation the coalition continues to build the AFV market 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 goals outlined in the program plan are met, the coalition continually establishes new goals with action steps, completion dates and responsible stakeholders. Goals need to remain consistent with the Clean Cities Program goals.

At the designation ceremony, the stakeholders and DOE seal their five year commitments by signing a MOU. The stakeholders and DOE update and renew their commitments every five years by signing a new MOU. Coalitions are asked to formally update their goals and secure and document new commitments from stakeholders at five year intervals.

You now have the information you need to start developing a Clean Cities coalition in your area. You are encouraged to work closely with the RO, who can provide you with any additional information and guidance you may need. It's also helpful to contact other designated Clean Cities coalitions. They have been through the process and can discuss their experiences with your coalition.

III. PROGRAM PLAN DEVELOPMENT MANUAL

The program plan is the coalition's application to the Clean Cities program. Most importantly, the program plan outlines the community-specific approach the coalition will use to strengthen the alternative fuel market.

The plan is typically developed by the coordinator with stakeholder assistance as the document is drafted and throughout the review and approval process to ensure that everyone involved agrees on the coalition's goals, action steps, completion dates, commitments, and responsibilities.

Sections I and II of this document provide an overview of the program and a general description of the steps to become a designated member of Clean Cities. Section I and II are not intended to lead you through program plan development. Because the program plan is so 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, Detailed Program Plan Development Instructions provides a thorough discussion of each segment of the program plan. Section III B, Program Plan Format 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 in the format provided in Section III B. Section III C, Program Plan Review Checklist should be used to conduct a self-review prior to submitting the draft plan to the Regional Office (RO).

III. A. DETAILED PROGRAM PLAN DEVELOPMENT INSTRUCTIONS

The program plan draft is submitted with a cover letter to the RO for review. The program plan cover page will include the coalition's name, the author, and the date, followed by a table of contents. The following detailed instructions are provided to assist you in developing your 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; 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. This sample is included in Section III B, Program Plan Format.

The *Coalition* program plan is submitted to the U.S. Department of Energy as application for designation as a member of the Clean Cities Program. The purpose of this document is to outline the coalition's strategy to increase the community's existing alternative fuel market. The Coalition serves a population of ##### in the counties of *xxxxxxxxxx* in *State*. The local existing alternative fuel market includes AFVs. The coalition was established in *month/year*. The coalition's coordinator position is staffed fulltime and funded by *xxxxxxxx*. *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, Title, Organization.*

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. Write this section under the assumption that we know little about your community. What makes it unique? Include specific geographic and population information. Describe how your coalition was formed. What sparked local interest in the Clean Cities Program? Who are the key market players or primary stakeholders? What are the fuels of choice in your area? Are alternative fuel companies headquartered in your city? Do local schools offer alternative fuel training programs? Provide a general description of the local AFV market situation. What kinds of alternative fuels activities have taken place? What has your coalition done to help increase the existing AFV market? Describe your successful projects and accomplishments.

2. Energy Policy Act

Unless you plan to use your program plan as a recruitment tool or AFV primer (which some coalitions do), you do not need to describe what EPAct is, just how the law 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 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.

NOTE: 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, please contact your RO.

3. Clean Air Act Amendments

The same applies to the Clean Air Act Amendments, you do not need to describe the purpose of the act or the amendments—simply focus on how the law applies to your region 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 the EPA Clean Fuel Fleets program? 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 AFV use or the development of refueling infrastructure 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

The Clean Cities Hotline and AFDC can help you identify your local and state legislation and incentives to promote the use of alternative fuels and vehicles. Also, the *Guide to Alternative Fuel Vehicle Incentives and Law*s is available at **www.fleets.doe.gov.**

5. Grants and Funding

Describe any grant money for alternative fuel 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 & 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 and/or develop infrastructure and their stake in the alternative fuel market. 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 Refueling/Recharging Station Information and Tables

This section is critical. The AFV and refueling/recharging station information 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 and alternative refueling/recharging site tables. Briefly describe how the survey was conducted. Use the table formats provided in Section III. B. The AFV table should include all organizations that operate AFVs. Stakeholders operating fleets need to be included and identified as a stakeholder. The projected numbers are the sum of current AFVs and the projected AFVs. All organizations subject to EPAct AFV acquisition requirements need to be identified on the chart. Indicate which vehicles are light-duty and which are medium or

heavy-duty. List AFVs by fuel type. Projected AFV numbers should include a minimum of 17 percent annual growth.

Although not counted as AFVs, stakeholder and other fleet operated hybrid vehicle numbers are requested. A format is provided in Section III.B.

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 AFV and refueling/recharging station projections. The projections should be for five years from the date of the program plan. The projected numbers are the sum of the current refueling/recharging stations and the projected refueling/recharging stations.

Verify that there are enough current and projected refueling/recharging stations to service the number AFVs.

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.

B. Goals, Action Steps and Monitoring

Once you've developed your background section and your AFV and refueling/recharging station projections, you'll be prepared to identify the activities and projects necessary to overcome barriers and meet your goals to increase the existing alternative fuel market. 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 program priorities, which are:

- One million AFVs (using alternative fuel) on the road by 2010
- One billion gasoline gallon equivalents of alternative fuel used per year by 2010
- 75 percent of Clean Cities coalitions self-sustaining by 2005

In order to reach our program goals, each Clean Cities coalition needs to increase the number of AFVs in their community by 17 percent each year. The coalition's goals should be an extension of the program goals and include 17 percent annual growth. The percentage is based on the current number of AFVs, the current number of designated Clean Cities coalitions, and under the assumption that there will not be a significant change in the number of designated coalitions in the near future.

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. For example:

Goal A: "To increase the number of AFVs on the road, using alternative fuel, by 75 percent by the year 2006."

Action Steps: Stakeholder XYZ will apply for funding from the ABC grant program in month, year to help support the purchase of X number of AFVs for its fleet.

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 17 percent annually – include stakeholder specific commitments

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

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 alternative fuel – include specific approaches to increasing the use of alternative fuel in existing AFVs

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 to become self-sustaining within five years – include specific fund raising activities the coalition will take to become self-sustaining

Goal G: Educating policy makers about the benefits of AFVs and the Clean Cities Program

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 the Clean Cities Program, an annual reporting process was established. Each designated Clean Cities coordinator receives a questionnaire with a list of questions about the coalition's activities and accomplishments for the previous calendar year. The questions, distributed via email or fax, allow coordinators to provide feedback on the support they have received from DOE and offer suggestions for program activities. The reports also help the Clean Cities staff identify coalition needs.

Updated AFV and refueling site information is a critical part of the report and helps DOE track Clean Cities Program progress. A request for current AFV and refueling station numbers is included as part of the questionnaire. All of the information collected is entered into the program database and used to determine the winners of the annual Clean Cities coalition awards that are presented at the National Clean Cities Conference. Many of the coalition successes described in the reports are also published in the Clean Cities quarterly newsletter, *Clean Cities News*.

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 the program and providing guidance to the working groups or committees that may deviate from their objectives.

C. Organizational Structure and Stakeholder Lists

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

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 have 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.

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 also 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.

Working Group	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 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 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's program function, buy-down vehicle costs, and develop associated AFV infrastructure. It can also identify and apply for grants to

Working Group	Description
	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

Stakeholder and Contact Lists

Your program plan needs to include two lists of stakeholders. The first identifies stakeholder organizations that are "official" members of the coalition, meaning they have made specific commitments and will sign the MOU at the designation ceremony.

- Provide a stakeholder list using the table provided in Section III B. Include the coordinator on this list. The last column on the table, "Category & Fleet" are used to describe the organization and if they operate a fleet now or will operate a fleet within the next 5 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:

Official Stakeholder/MOU Signatory List				
Organization	**Name & Title**	**Address**	**Telephone, Fax & E-mail**	**Category & Fleet**
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

The second list is a coalition contact list. This should include all stakeholder and participating member organizations, even those groups not yet officially on board. Include a specific contact name, the organization name, address, phone and fax numbers, e-mail address, and Website information (if available). A brief description of the organization, such as a fuel provider or local environmental advocacy group, is also helpful.

- Provide a coalition contact using the stakeholder list format and categories.

III. B. 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. Section 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 to the RO.

COVER PAGE

Coalition Name

Program Plan

Prepared by:
Name
Title
Organization

Date

Table of Contents

Introduction

The *Coalition* program plan is submitted to the U.S. Department of Energy as application for designation as a member of the Clean Cities Program. The purpose of this document is to outline the coalition's strategy to increase the community's existing alternative fuel market.
The Coalition serves a population of ##### in the counties of *xxxxxxxxxx* in *State*. The local existing alternative fuel market includes AFVs. The coalition was established in *month/year*. The coalition's coordinator position is a staffed fulltime and funded by *xxxxxxxx*. *If the coordinator is part-time state the percentage of time available to spend on Clean Cities and the type of other duties assigned*. The coordinator is *Name, Title, Organization.*

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. Answer:

- How was your coalition formed?
- What sparked local interest in the Clean Cities Program?
- Who the alternative fuel market players or primary stakeholders are in your community?
- Which primary fuels are used in the area and why they are used?
- Which alternative fuel industry companies are headquartered or active in the area?
- What local schools offer alternative fuel training programs?
- What alternative fuels activities has the coalition worked on?
- What has the coalition done to help jumpstart the AFV market?

2. Energy Policy Act

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

NOTE: Stakeholders subject to EPAct AFV acquisition requirements must be in compliance with the rule or the coalition cannot be approved for designation. If you have any questions about EPAct compliance, please contact your RO or the Website at www.ott.doe.gov/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 that promote AFV use or the development of refueling infrastructure in your area, include:

- 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.afdc.doe.gov.

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 to purchase AFVs and/or develop infrastructure and their stake in the alternative fuel market

7. Current and Projected AFVs and Refueling/Recharging Station Information and Tables

Verify that the numbers provided in the tables and throughout the narrative of your program plan are consistent.

AFV and Refueling/Recharging Station Information and Tables

- Use the table formats provided below.
- State when and how your AFV survey was conducted. Include how fleets were identified, number of surveys sent, number of responses received, etc.

- Provide the current number of AFVs in the geographic area that the coalition serves and the projected number of additional AFVs for next five years (five years from the date of the program plan) *using the table format provided below.*
- If stakeholders that operate a fleet do not commit to purchase AFVs, 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 project to operate AFVse.
- Provide the current and projected number of hybrid vehicles operated by stakeholder and non-stakeholder fleets, in the geographic are that the coalition serves. Do not add the hybrid information to the AFV table. Use the separate format provided below.
- 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 should include a minimum of 17 percent 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

Current AFVs									Total Projected AFVs by _____ *(5 yrs. from date of program plan)*							
Fleet [1, 2, 3]	**Fleet Total**	**CNG**	**LNG**	**LPG**	**E85**	**Elec**	**Meth-anol**	**Bio-diesel**	**Fleet Total**	**CNG**	**LNG**	**LPG**	**E85**	**Elec**	**Meth -anol**	**Bio-diesel**
Totals:																

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

[1] Stakeholder Fleet
[2] EPAct Fleet
[3] Stakeholder and EPAct 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.

Hybrids are not counted as AFVs. Hybrid vehicle information is used for fuel displacement analysis by other government agencies.

Current and Projected Fleet Operated Hybrids

Current Hybrids		Total Projected Hybrids by _____ *(5 yrs. from date of program plan)*
Fleet [1, 2, 3]	**Hybrids**	**Hybrids**
Totals:		

Do not include hybrids owned by private individuals.

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

[1] Stakeholder Fleet
[2] EPAct Fleet
[3] Stakeholder and EPAct Fleet

Current and Projected Refueling/Recharging Stations

Current Stations									Total Projected Stations by _____ *(5 yrs. from date of program plan)*							
Operator [1]	**Access**	**CNG**	**LPG**	**LNG**	**E85**	**Elec**	**Meth -anol**	**Bio-diesel**	**Access**	**CNG**	**LNG**	**LPG**	**E85**	**Elec**	**Meth -anol**	**Bio-diesel**
Totals:																

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

[1] Stakeholder Operator

Access = Public or Private

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

Your goals should be an extension of the program goals and include 17 percent annual AFV 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:

Goal A: To increase the number of AFVs on the road, using alternative fuel, by 20 percent by the year 2006.

Action Steps: Stakeholder ABC will apply for funding from the ABC grant program in month, year to help support the purchase of X number of AFVs for its fleet.

Stakeholder XYZ will purchase 10 heavy-duty LPG AFVs and have them in-service by 2008.

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.

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

Goal A: Increasing the number of AFVs on the road in (*your community*) by 17 percent annually – include stakeholder specific commitments

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 of alternative fuel – include specific approaches to increase the use of alternative fuel in AFVs

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 to become Self-Sustaining within five years – include specific fund raising activities the coalition will take to become self-sustaining

Action Steps:

Goal G: Educating policy makers about the benefits of AFVs and the Clean Cities program

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 Report and how the coalition will keep the Regional Office and Headquarters Clean Cities Program apprised of their accomplishments

C. Organizational Structure and Stakeholder and Contact Lists

- 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 stakeholder list (official stakeholders are MOU signatories) using the table provided on the following pages. The last column on the table, "Category & Fleet" are used to describe the organization and if they operate a fleet now or will operate a fleet within the next 5 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: in the Category & Fleet column, for example:

Official Stakeholder/MOU Signatory List				
Organization	**Name & Title**	**Address**	**Telephone, Fax & E-mail**	**Category & Fleet**
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

When possible, use one of the following categories:

Airport	Infrastructure
Association/Organization	Law Enforcement
Dealer	Military
Delivery	OEM
Education	Other: _____
Emergency Planning	Parks
Environmental	Sanitation
Equipment Manufacturer	Taxi
Fuel Provider	Technician/Mechanic
Government: City	Transit Service
Government: County	University/Vo-Tech
Government: Federal	USPS
Government: State	Utility
GSA	

Official Stakeholder/MOU Signatory List				
Organization	**Name & Title**	**Address**	**Telephone, Fax & E-mail**	**Category & 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:
			T: F: E-mail:	Fleet:

Provide a coalition contact list using the table provided below and using the same categories provided for the official stakeholder list.

Other Coalition Contacts				
Organization	**Name & Title**	**Address**	**Telephone, Fax & E-mail**	**Category & 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:
			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:

III. C. PROGRAM PLAN REVIEW CHECKLIST

The Program Plan Review Checklist used by the Regional and Headquarters Clean Cities staff is provided:

- To ensure that petitioning coalitions understand each of the requirements for designation approval
- To ensure that petitioning coalitions understand how DOE reviews program plans
- 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 submitting the draft to the RO.

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; month and year coalition established		
2. Coordinator stated - name, organization, address, phone, fax, e-mail, coalition Website (if available)		
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		
6. Status of current local alternative fuel market, including all related coalition accomplishments and dates completed		
7. Description of coalition formation		

Topic	Page	Review Notes
8. Primary alternative fuels used - discussed and explained		
9. Previous alternative fuel market development efforts and successes described		
Energy Policy Act		
10. EPAct status identified		
11. Stakeholders subject to EPAct Status identified on the Current & Projected AFV Table		
12. All EPAct fleets filed compliance report with DOE and are in compliance		
Clean Air Act Amendments		
13. Attainment Status Identified		
14. If applicable, state how becoming a Clean Cities coalition will help gain attainment status		
Laws and Incentives		
15. Current laws to promote alternative fuel use described		
16. Proposed legislation to promote alternative fuel use described		

Topic	Page	Review Notes
17. State Incentives – see www.fleets.doe.gov		
Grants/Funding		
18. Grants or funding to purchase AFVs or infrastructure 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		
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		

Topic	Page	Review Notes
Current and Projected AFVs		
26. Existing alternative fuel market recommended number of existing AFVs - based on population		Population = AFVs = Recommended Number of AFVs =
27. When and how AFV survey conducted		
28. Table includes all organizations operating AFVs		
29. Table identifies organizations operating AFVs as a stakeholder/non-stakeholder		
30. Table identifies stakeholder/non-stakeholder EPAct Fleets		
31. Table identifies and lists AFV types separately (light-, medium- or heavy-duty)		
32. Table identifies and lists AFVs by alternative fuel type separately		
33. All AFVs in the coalition's geographic area listed on table		
34. Stakeholders operating AFVs will continue to do so		
35. Fleet stakeholders not operating AFVs project to do so over the next 5 years		

Topic	Page	Review Notes
36. Projected AFVs listed in table are the sum of new and projected AFVs		
37. Number of AFVs on table match number in narrative		
38. AFVs vs. stations – enough stations to support AFVs and vice versa		
39. AFV totals on table are correct		
40. AFVs counted accurately based on vehicle type and fuel use		
41. AFVs using Biodiesel counted/reported accurately		
42. Bi-fuel AFVs reported and counted accurately – based on fuel use		
43. Stakeholder fleets operating AFVs provide 5 year projections with 17% annual growth		
44. Stakeholder and non-stakeholder fleet operated hybrid information provided		
Current and Projected Refueling/Recharging Stations		
45. When and how station survey conducted		

Topic	Page	Review Notes
46. Table includes all known alternative refueling/recharging stations by fuel type		
47. Table states public or private accessibility		
48. Table includes station operators – indicate stakeholder/non-stakeholder		
49. All refueling/recharging sites in the coalition's geographic area listed on table		
50. If possible map of area sites and addresses included		
51. Stakeholders commit to maintain and/or increase current refueling/recharging sites –		
52. Projected stations place emphasis on public accessibility		
53. Station projections meet the needs of AFV growth		
54. Projected refueling/recharging sites listed in table are the sum of current and projected stations		
55. Verify that the number of stations on the table are consistent with the numbers in the narrative		

Topic	Page	Review Notes
56. Verify that CNG stations are not residential systems		
57. Station totals on table are correct		
58. Refueling and Recharging site operator, location, address, name, e-mail, fuel provided listed		
Goals, Action Steps with Completion Dates and Responsible Parties, and Monitoring		
59. Goal A. Increase the Number of AFVs by 17% Annually Specific, measurable goals - Include specific stakeholder commitments, AFV purchases – Stakeholder specific commitments to purchase and use AFVs		
60. Goal B. Increase the Number of Refueling/Recharging Stations to meet AFV growth projections*(emphasis on public accessibility)* Stakeholder specific commitments to increase infrastructure		
61. Goal C. Recruiting new stakeholders *(w/ emphasis private fleets)* Specific fleets and stakeholders to be recruited and the recruitment strategy		

Topic	Page	Review Notes
62. Goal D. Promoting incentives to increase the use of alternative fuel Specific approach to increase alternative fuel use of AFVs already on the road		
63. Goal E. Outreach - Communicating Clean Cities messages to the public Specific outreach activities, including target audience and anticipated outcome of the activity		
64. Goal F. Fund Raising to Become Self-Sustaining Specific fund raising activities the coalition will take to become self-sustaining within five years		
65. Goal G: Educate Policy Makers Specific goals and activities to educate policy makers about the benefits of AFVs and the Clean Cities program		
Monitoring and Reporting		
66. Monitoring and reporting program to measure coalition's effectiveness and to report to the Clean Cities Program and complete the annual report		

Topic	Page	Review Notes
Coalition Organization		
67. Coalition base identified – location, organization coordinator works for		
68. Organizational Chart		
69. Description of coalition as an organization		
70. Committees, Working groups identified with names		
Stakeholder and Contact Lists		
71. List of official stakeholders, which are MOU signatories, and their organization		
72. List of Stakeholder Contacts – individual stakeholder, names, addresses, phone, fax, e-mail, Websites, and brief description of organization – state if stakeholder currently operates fleet or will operate fleet in the future		

Appendix A
Clean Cities Coalition Development, Planning, Designation and Implementation Process

1. Stakeholders arrange an initial coalition meeting, in coordination with DOE Regional Office (RO)
2. Meetings continue
3. Coalition identifies a coordinator
4. Coalition sets goals with specific, measurable action steps that include anticipated completion dates and responsibilities
5. Stakeholders make specific commitments to purchase AFVs, use alternative fuels, invest in refueling infrastructure, provide AFV maintenance and service, educate the community about alternative fuels and AFVs, and participate as members of committees, etc.
6. Coordinator and stakeholders develop the program plan
7. Coordinator conducts a self review of the program plan using the Program Plan Review Checklist in Section III. C
8. Program plan revised, as necessary
9. Coordinator submits the final draft of the program plan to RO
10. RO reviews program plan using the Program Plan Review Checklist in Section III. C
11. Coalition makes revisions, if necessary
12. Coalition submits revised program plan to DOE RO
13. DOE RO reviews revised program plan, if necessary requests coalition to make revisions
14. When all of the revisions have been made DOE RO submits revised plan to DOE Headquarters
15. DOE HQ reviews program plan using the Program Plan Review Checklist in Section III. C
16. Coalition makes revisions, if necessary
17. Coalition submits revised program plan to RO
18. RO reviews revised program plan
19. DOE HQ reviews program plan
20. Once plan is approved, DOE HQ sends a letter to the coalition and RO confirming that the program plan has been approved
21. DOE HQ, RO and coalition plan designation event
22. Celebrate designation – MOU is signed at designation event
23. Coalition implements program plan, accomplishes goals
24. Coalition continually sets and accomplishes new goals