



November 2015 – November 2016 Annual Operating Plan

As accepted by the Coalition's Core Stakeholder Group, November 2015

SECTION I: BACKGROUND INFORMATION

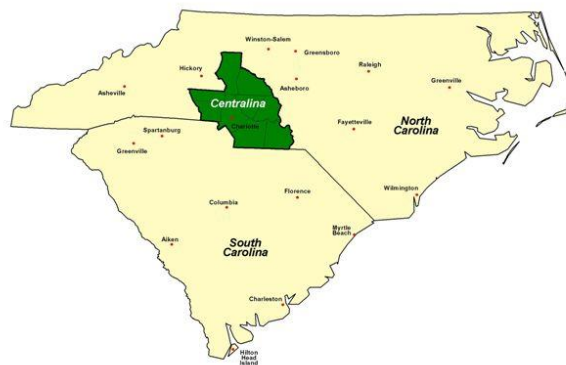
Coalition Information:

The Centralina Clean Fuels Coalition (CCFC) has been in existence in the greater Charlotte region for over 10 years. CCFC was first designated in the Department of Energy's Clean Cities program in April of 2004 and was most recently re-designated in 2013. The Coalition is housed at and is a local effort of the Centralina Council of Governments (CCOG) a 9-county state designated regional planning agency in North Carolina comprising of Anson, Cabarrus, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union counties.

The mission of the national Clean Cities Program (locally represented by the CCFC) is to decrease the nation's dependence on petroleum in the transportation sector through public-private partnerships, to improve air quality, and to expand alternative fuel use and technology. Locally, with a primary focus on fleet operations, the CCFC supports its host organization's charge of controlling costs of government, providing for economic opportunity, and improving quality of life.

The CCFC's Core Stakeholder Group, made up of 21 stakeholder representatives with a Chair and Vice-Chair, works in an advisory capacity and actively participates in leading and advising staff with targeted initiatives. CCFC staff, with input from the Core Stakeholder Group, develops this annual operating plan to guide the coalition's activities and direct resources. In addition, ad-hoc sub-committees/working groups are pulled together to discuss critical issues, support initiatives, or otherwise meet the mission and goals of Clean Cities. These working groups are often a mix of Core Stakeholders and other interested stakeholder organizations. For day to day accountability, the Co-ordinators are accountable to CCOG's Regional Planning Director and Executive Director.

CCFC receives funding from multiple sources including federal grants, state grants, sponsorships, fee for services and matching funds from CCOG. A more detailed breakout can be found in Section IV: Budget and Resource Allocation Plan below.



**Centralina Clean Fuels Coalition's
9-county region (in green), shown in the context of
North and South Carolina**

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Core Coalition Personnel:

***Jason Wager, AICP CEP, Planning Program Supervisor--Sustainability and CCFC Coordinator
25% FTE on coalition activities***

Jason has worked with the Centralina Council of Governments since 1996 and received his Master's in Geography (Urban/Regional Planning Concentration) from UNC Charlotte in 2001. Jason has overseen numerous planning projects including annexation studies, development of land use regulations and plans, public input processes, and survey design and analysis. He has been or is involved in several environmentally-based projects grounded in sustainable principles that include local watershed planning and an energy efficient pilot program for local governments and is currently CCOG's Planning Program Supervisor for Sustainability. He further oversees the Centralina Clean Fuels Coalition, which is a voluntary government-industry partnership under the US Department of Energy to promote the use of alternative fuels and vehicles and to expand other clean vehicle technologies. Jason is a member of the American Institute of Certified Planners (AICP), is a Certified Environmental Planner (CEP), has a certificate in Municipal Administration from the UNC-Chapel Hill School of Government, sits on the Sustainability Technologies Advisory Committee at Central Piedmont Community College, and is a trained group facilitator.

***Erika Ruane, Planner – Sustainability and CCFC Co-Coordinator
55% FTE on coalition activities***

Erika serves as CCFC's Co-Coordinator and as a planner within the regional planning department at Centralina Council of Governments. In this role, she provides general support for coalition activities and manages a variety of program funds that aid the goals of stakeholders. Before joining the staff at Centralina Council of Governments, Erika worked for the City of Charlotte, NC in the Energy & Sustainability Department. She assisted in sustainability projects, including creating a Request for Proposals for a Compressed Natural Gas fueling station for the City. Erika earned her Master of Public Administration degree from the University of North Carolina at Charlotte.

***Jessica Hill, AICP, Senior Planner – Sustainability
15% FTE on coalition activities***

Jessica has been with Centralina Council of Governments since July 2013. She provides support for Centralina Clean Fuels Coalition initiatives as well as other sustainability initiatives within the regional planning department. Before joining Centralina Council of Governments, Jessica worked for Alamance County, NC as the county planner for four years. As the county planner, she worked in the areas of land use planning and community development. Jessica earned her Master in City and Regional Planning with a concentration in land use planning from the University of North Carolina at Chapel Hill. She is a Master's candidate in Wake Forest University's MBA program. Jessica is a member of the American Institute of Certified Planners (AICP).

***Sam Ascunce, CCFC Workforce Development Intern
20 Hours per week on coalition activities***

Sam began in Summer 2015 with the Coalition. He earned his undergraduate degree in Psychology from the University of Missouri and is currently pursuing a Master of Public Administration Degree from the University of North Carolina at Charlotte. Sam is responsible for several ongoing activities including the Coalition's social media efforts, event support, and stakeholder sustainability program. Sam will also be working on longer term projects such as fleet technical assistance and stakeholder success story videos.

SECTION 2: MARKET ANALYSIS

Current Alternative Fuel and Advanced Vehicle Technology Market Analysis

Current public infrastructure for alternative fuels in the greater Charlotte region:

- 1 E85 station
- 12 B20 stations
- 20 LPG stations
- 7 CNG stations
- 188 PEV charging stations

The number of PEV charging stations in the greater Charlotte area has greatly increased over the past several years along with an increase in CNG fueling stations located at or near distribution centers and refuse hauling services. A number of CCFC stakeholders have received funding awards through the NC Clean Energy Technology Center’s Clean Fuel Advanced Technology (CFAT) grant (CMAQ funds from NC DOT), of which the CCFC is our region’s lead education and outreach partner. The CFAT project has increased the number of alternative fuel vehicles and fueling / charging infrastructure in our region as well as the state. There is a rising need for more CNG infrastructure, and there are many plans for securing this infrastructure in our region.

Major fleets and fuel/advanced technology users, purchases, and/or other Clean Cities technologies adopters in our region:

Organization	Activity	Fuel Type
UNC Charlotte	32 light-duty E85 vehicles and 126 light-duty PEVs on campus	E85, PEV
AT&T’s Charlotte area	Operates 47 vans that are dedicated CNG vehicles	CNG
Duke Energy	228 light-duty E85, 18 plug-in hybrid-electric vehicles, 4 PEVs, and 88 off-road electric vehicles	E85, PHEV, PEV
GBUSA, Inc.	4 CNG refuse trucks	CNG
City of Charlotte	933 light-duty E85 vehicles, 9 light-duty electric vehicles, 3 light-duty PHEVs, and 2 hybrid-electric vehicles	HEV, PHEV, EV
Charlotte Douglas International Airport	10 heavy-duty hybrid-electric vehicles, 2 light-duty HEVs, 3 light-duty plug-in electric vehicles, 2 off-road electric vehicles, 2 off-road propane vehicles 10 vehicles with auxiliary power units, and 10 vehicles with onboard batteries for idle-reduction	HEV, PEV, LPG
City of Charlotte Solid Waste Services	15 CNG refuse trucks	CNG
Charlotte Area Transit System (CATS)	28 heavy-duty hybrid-electric vehicles	HEV
Charlotte Mecklenburg Utilities	5 heavy-duty PEVs and 10 light-duty PEVs	PEV
Charlotte-Mecklenburg Schools	5 light-duty vehicles using propane, 2 propane busses, 5 bi-fuel E350 vans, 5 F550s	LPG
Time Warner Cable	10 light-duty propane vehicles	LPG
Frito Lay	27 CNG Class 8 tractors	CNG
Gaston County	6 heavy-duty biodiesel semi-trailers, 4 light-duty biodiesel vehicles, 10 light-duty propane vehicles, 22 propane busses, 26 off-road biodiesel vehicles, and 28 hybrid-electric vehicles	Biodiesel, LPG & HEV
Rowan County Transit System	10 transit vans	LPG

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City of Concord	155 heavy-duty biodiesel vehicles, 1 light-duty propane vehicle, 4 light-duty electric vehicles, 15 hybrid-electric vehicles, and 60 off-road biodiesel vehicles	Biodiesel, LPG, PEV, & HEV
Charlotte Truck Center	10 delivery trucks with auxiliary power units and 2 heavy-duty CNG vehicles	LPG
NC Department of Agriculture and Consumer Services	24 heavy-duty E85 vehicles and 1 electric vehicle	E85, PEV
NC Department of Environment and Natural Resources	11 heavy-duty biodiesel shuttles, 13 electric vehicles, and 3 off-road E85 vehicles	B20, PEV, & E85
NCDOT	943 light-duty biodiesel vehicles and 325 light-duty E85 vehicles	B20 & E85
NC Department of Administration	2 heavy-duty biodiesel vehicles, 1330 light-duty E85 vehicles, and 21 hybrid-electric vehicles	B20, E85, & HEV
NC Department of Corrections	357 light-duty biodiesel vehicles	B20
NC Department of Crime Control and Public Safety	12 light-duty biodiesel vehicles	B20
PSNC Energy	57 light-duty compressed natural gas vehicles	CNG
Piedmont Natural Gas	1 heavy-duty compressed natural gas vehicles and 81 light-duty CNG vehicles	CNG
Power Research Group	1 light-duty biodiesel vehicle and 2 light-duty compressed natural gas vehicles	B50 & CNG
Schwans	15 heavy-duty propane vehicles	LPG
UPS	26 light-duty propane vehicles	LPG
Waste Management	28 heavy-duty compressed natural gas vehicles and 4 liquid natural gas vehicles	CNG & LNG
Cabarrus County	49 hybrid-electric vehicles	HEV
Celgard	1 electric vehicle and 1 plug-in hybrid electric vehicle	PEV & PHEV
Centralina Council of Governments	5 hybrid-electric vehicles	HEV
Mecklenburg County	1 plug-in hybrid-electric vehicle,	PHEV
Mecklenburg County Parks	1 electric vehicle and 3 off-road propane vehicles.	PEV & LPG

- New stakeholders since last year include: GAIN Clean Fuels, UPS, and Capital Ford Charlotte.
- Major types of alternative fuel vehicles (AFVs) in the region include CNG refuse trucks and plug in electric vehicles (PEVs) for local government use. Adoption is increasing for CNG and PEV vehicles and infrastructure.
- The messages that resonate in the region with respect to AFVs are cost savings and air quality improvement. Air quality has continued to be a topic of interest in the Charlotte region mainly due to the region's non-attainment status for ground level ozone. The link between air quality and petroleum reduction is understood by some but is not at the forefront of discussions. However, it has been argued that the region's air quality situation can be taken as an opportunity for innovative solutions and increased regional collaboration.
- For the most part, fleets in the region are receptive to CCFC's efforts, but funding projects is always a struggle.
- Obstacles to deployment of alternative fuel vehicles, infrastructure and other Clean Cities technologies in our region:
 - Traditional petroleum fuel prices continue to fall, making the business case increasingly challenging.

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- Although the economy is improving, both the public and private sector are constrained by lean budgets and/or access to capital. There is a need to better understand how alt fuel projects can be best structured to better attract private investment and support, especially given our region’s strong financial sector ties.
- Unavailable, insufficient, or unpredictable tax credits and/or incentives to expand alternative fuel infrastructure or to help with the purchase of AFVs. Without such tools in place and the knowledge that they will remain in place for the foreseeable future, it is more challenging for municipalities and private companies to make the business case for cleaner, alternative fuels.
- We continue to have limited success with fleets adopting E85. Many fleets use fuel cards and/or simply do not have a retail E85 station located nearby. Ethanol also often carries with it the “baggage” of its besmirched image that has been so successfully deployed in the media over the past several years.
- Biodiesel is not widely used in our region. Biodiesel tends to cost more than its diesel counterpart in NC and we have limited production facilities. Furthermore, we have minimal incentives for production, distribution, or use of this fuel.
- Truck stop electrification (TSE) projects have been limited by the many logistical considerations of developing the necessary public-private partnerships, as well as funding red tape that inhibit flexibility and leave all of the risk on local project sponsors (often a smaller and rural municipality) that are simply not willing to take this on. In addition, the success of TSE projects after completion is tied to individual behavior change and getting truckers to try the technology – which can be difficult to do without extensive outreach and education built in to the process—grant funds for the projects typically do not see this latter issue as eligible for funding. Finally, as the fleet of Class 8 tractors turns over, their ability to run cleaner, deeply simplified shore power scenarios, etc. increasingly makes traditional TSE infrastructure obsolete and excessive.
- Policy and regulation changes at the state level have created an environment of uncertainty. Funding levels continue to be reduced and in some cases cease for resources related to alternative fuel and alternative fuel education. Policy and regulations have drastically changed with the easing of many restrictions and requirements related to air quality and the environment. In addition, a number of state departments have been consolidated requiring offices and personnel to relocate. This in turn has created confusion and in some cases has resulted in the loss of information.

SECTION 3: ACCOMPLISHMENTS

Title	Summary	Why it’s important
Earth Day Events	In April of 2015, CCFC tabled three events at UNC Charlotte, the Charlotte-Mecklenburg Government Center, and the Schiele Museum	Raised awareness for anti-idling and alternative fuel vehicles
Regional Electric Vehicle Advisory Committee	In June 2015, a Regional Electric Vehicle Advisory Committee (REVAC) meeting was held in order to look at the current and future state of electric vehicles in our region	Comments post-meeting indicated interest in electric vehicles and more knowledge on what is going on in the region

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(REVAC) Meeting		
Compressed Natural Gas Roundtable	In July 2015, a meeting was held to discuss steps in building CNG infrastructure and discuss benefits of CNG vehicles	Great turnout indicated the rising interest in CNG infrastructure and vehicles and need for more information
National Drive Electric Week Events	In September of 2015, CCFC held four ribbon cutting events for Direct Current Fast Chargers in the Greater Charlotte Region. In addition to the ribbon cuttings a static electric vehicle display was organized in partnership with the City of Charlotte/Mecklenburg County for employees and the public to learn more about EVs.	Raised awareness for electric vehicles and towns' commitment to providing a better quality of life
Mentoring Program	Continued mentoring of coalitions, such as Southeast Florida, Vermont, San Francisco, and Central Oklahoma.	Shared successes; positive reinforcement of how Centralina is doing
Smart fleet program	Assisted NC Clean Energy Technology Center in rollout of Smart Fleet program in 2014/2015; assisted in applications	Raised awareness; important to recognize great accomplishments; incentivize alt fuels
New Co-coordinator	Hired a new co-coordinator in February 2015	Centralina is growing as a coalition and needs to create new and innovative ways to address stakeholder needs; new co-coordinator adds value
Propane Demo Day	In April, Centralina hosted an event where stakeholders and interested parties could test drive propane lawn mowers.	While not passenger vehicles, lawn equipment uses a lot of petroleum. Providing an alternative for stakeholders helped to raise awareness for different alternatives and will decrease petroleum dependence in the future.
Success Story- God Bless the USA Inc.	https://www.youtube.com/watch?v=S3OgXL9la5A	Raised awareness
Success Story- City of Concord	https://www.youtube.com/watch?v=aosUnDvkN1w	Raised awareness
Newsletter Help	Centralina worked in the newsletter working group to improve the newsletter	The open rate is up by 7% and Centralina hopes to continue to increase that number to retain and attract more stakeholders
Interns	Since last November, CCFC has hosted 3 interns	The intern program continues to help the CCFC staff with different projects, while allowing interns to gain real-world experience.
AFIT Propane	Last year, CCFC wrapped up the AFIT Propane chapter of a statewide project lead by the North Carolina Clean Energy Technology Center with funding provided by DOE.	The Alternative Fuel Implementation Toolkit (AFIT) provides calculators, installation guides, case studies on all alternative fuel types to be used by

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		both beginner and experienced fleet managers to consider adoption of an alternative fuel vehicle and station.
Region of Excellence Awards	CCFC presented stakeholders with the 2015 region of excellence awards to leaders in our region	The awards congratulate CCFC stakeholders on the great work they are doing to reduce petroleum dependence. The awards also encourage others to follow and create more innovative ways to reduce petroleum consumption.
SADI	In partnership with four other coalitions, CCFC received the Southeast Alternative Fuel Demonstration Initiative (SADI) grant.	This grant will allow interested parties to test out alternative fuel vehicles. This will hopefully lead to increased alternative fuel vehicle purchases and integrated use of them in fleets.
CONNECT Our Future	CONNECT Our Future is a program to assist local municipalities with projects and programs they would be interested in implementing.	CCFC assisted the Centralina Council of Governments in creating tools for the toolkit that include: Walking and bicycle audits and planning, rural transportation, inventory of local sustainability policies and programs, freight transportation, TDM, idle reduction, park and greenway access, parks promotion, transit readiness assessment and primer, transportation corridor preservation, transit oriented development incentives, free- fare transit service, alternative fuels and energy efficient vehicles, and wayfinding for trails and transit; final report and toolkit found here: http://www.connectourfuture.org/tools
Petroleum Reduction	Last year, CCFC stakeholders reduced 2,862,512 gallons of gasoline equivalent	This is the single best measurement of how successfully our stakeholders are meeting the national Clean Cities program mission of displacing petroleum
Greater Charlotte Regional Freight Mobility Plan	The efficient, reliable, and safe movement of goods and commodities in the Greater Charlotte region is required to sustain private sector commerce. The Regional Freight Mobility Plan is being developed in partnership with the FHWA, NC & SC DOT, regional transportation planning organizations, local governments, and private sector freight users and providers.	In order to support our existing businesses and attract new ones, the freight system must provide mobility and reliability to get finished goods to market and efficient supply chains. Finding ways to link CCFC mission with COG mission to strengthen the interest of both parties; have Clean Cities be a part of planning in the region

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Centralina COG Conference	Presentation on role of clean transportation in local governments.	Finding ways to link CCFC mission with COG mission to strengthen the interest of both parties; have Clean Cities be a part of planning in the region
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SECTION 4: ANNUAL PLAN

The CCFC staff and stakeholders recognize their critical role in contributing to the national Clean Cities program-wide goal of 2.5B GGEs of petroleum reduction per year by 2020, requiring each coalition to achieve 16% growth or more per year in petroleum displacement. The following short-term (1 year) goals seek to take this overarching mission into consideration.

4.1 Goals and Objectives for the Upcoming 12-Month Period:

A. Market Development

1. **Infrastructure:** *Increase the number of alternative fueling refueling stations and/or recharging stations in the coalition area. Additionally, increase fuel volume at existing stations.*
 - i. CCFC will provide fleet outreach assistance to at least five (5) stakeholder organizations by September 2016 in order to support organizations interested in installing fueling stations for their alternatively fueled fleets. These meetings will be in person or by phone. This outreach will include new fleets, as well as current fleets interested in different alternative fuels. Fleets that are informed about fueling infrastructure considerations will be better equipped to make good decisions with lasting impact.
 - ii. By September 2016, CCFC will conduct at least four (4) technology/fuel-specific meetings or webinars by hosting one meeting/webinar a quarter. We will utilize our Core-Stakeholder group to help identify the most pressing market needs as well as public and private fleets and vendors who are interested in the installation of alternative fuel infrastructure. These meetings/webinars will greatly increase the knowledge of our stakeholders and allow them to partner with vendors to increase the alternative fuel infrastructure in the area. These webinars could include, but are not limited to, the following alternative fuel infrastructure: CNG/LNG, electric vehicle charging stations, LPG, ethanol, and biodiesel.
 - iii. CCFC will coordinate local Direct Current Fast Charger (DCFC) deployment. The current number of DCFCs in the region is 11; by supporting site-identification, planning, and installation, updating GIS maps with new locations, working with vendors to collaborate across state, and presenting information to the NC PEV Taskforce, CCFC will increase the number of DCFCs in the region. This increase will allow for more electric vehicles on the road, as there will be more infrastructure to support them.
 - iv. Coordinate with our public and private sector stakeholders, service providers and grant partners to install 2 DC Fast Chargers in the greater Charlotte region by September 2016. As one of the fastest growing regions in NC in terms of population and employment we anticipate additional electric vehicles on the roads based on the trend demonstrated by a 26% increase of EV registrations from 2013 to 2014 To support this trend additional regional EVSE infrastructure is important.
 - v. Coordinate with our public and private sector stakeholders, service providers (i.e. vendors) and grant partners to open at least two (2) compressed natural gas (CNG) stations in the region by September 2016. As CNG becomes more popular in our region, we anticipate additional fleets interested in accessing CNG. An emerging trend

is the City of Charlotte's Solid Waste Services 15 CNG vehicle increase, and to support this trend additional regional CNG infrastructure is important.

2. **Vehicles:** *Increase number of AFVs and/or Advanced Technology Vehicles in the coalition area (vehicle purchases, conversions and/or retrofits).*
 - i. To support our stakeholders' interest in alternative fuel vehicles, CCFC will provide at least four (4) technology-specific meetings or webinars by November 2016. This will greatly increase the knowledge of our stakeholders and allow them to partner with local vendors to increase alternative fuel vehicles in the area. These webinars include, but are not limited to, the following alternative fuel vehicles: CNG/LNG, electric, LPG, ethanol, biodiesel, and hydrogen. One of these webinars will focus on electric vehicles and how to incorporate low speed vehicles into fleets, as per stakeholder request.
 - ii. Continue to host annual meetings for the Regional Electric Vehicle Advisory Committee (REVAC) through the goal of hosting fuel-specific meetings.
 - iii. Through the Southeast Alternative Fuel Demonstration Initiative (SADI), CCFC will facilitate on-road demonstrations with fleets. This two-year project will allow CCFC stakeholders to test AFVs and technology. CCFC is working in partnership with Clean Cities coalitions in North Carolina, Tennessee, and South Carolina to make sure all interested fleets are able to test out vehicles. Through the SADI project, fleets will be able to test out alternative fuel vehicles they are already interested in to see how they would fit into their current fleet. CCFC's goal is to have at least 4 organizations test a vehicle of their choosing by November 2016.
 - iv. Assist school systems in the greater Charlotte region with understanding the benefits and best scenarios to convert to LPG in their yellow bus fleets. LPG school buses for on-road demonstrations will be made available for trialing by December 2016 through the Southeast Alternative Fuel Demonstration Initiative (SADI) and enable informed decision making relative to the purchase of or conversion to 4 LPG school buses. . The Charlotte-Mecklenburg School's yellow fleet alone travels approximately 22.1 million miles, uses 2.7 million gallons of diesel and 290K gallons of gasoline a year.
 - v. CCFC will review the potential to support EV purchases through the evaluation and upgrading of the GO4PEV.org site by November 2016.
3. **Awareness:** *Increase awareness of alternative fuels and advanced vehicle technologies.*
 - i. CCFC will participate in at least six (6) events by November 2016 specific to raising awareness of alternative fuels and advanced vehicle technologies. Last year, CCFC participated in eight (8) of these events.
 - ii. To increase awareness of alternative fuel vehicles and technologies, CCFC will provide at least four (4) technology-specific meetings or webinars by November 2016. This will greatly increase the knowledge and awareness of our stakeholders and allow them to learn about new fuels and technologies.
 - iii. CCFC will increase awareness by posting to social media platforms. CCFC's platforms, including Facebook, twitter, CCFC's website, and electronic newsletter, will contain posts, articles, and pictures about alternative fuels and advanced vehicle technologies. CCFC will post to Facebook or Twitter at least three (3) times a month; update CCFC website content weekly; and send out an electronic newsletter monthly.
 - iv. CCFC will make its website a destination for alternative fuel information. CCFC will add widgets or other appropriate access to the alternative fuel station locator, CONNECT toolkit, and other important resources from the Department of Energy and leading alternative fuel industry online content
 - v. Review and update the Mountains to Sea plan by November 2016 to make it more relevant.

- vi. In order to increase awareness in the region, CCFC will complete at least three (3) case studies by November 2016 to be made public. In this way, fleets in the region can see success stories, lessons learned, and contacts for further information regarding the incorporation of different alternative fuels and technology into their programs.
 - vii. By September 2016, CCFC will increase its social media following by 30 twitter followers; 15 Facebook followers; and 30 newsletter subscribers as compared to participation in October 2015.
 - viii. Continued participation in the Freight Steering Committee. In this role, CCFC staff will bring awareness and inclusion to the group about the Clean Cities mission.
4. **Behavior:** *Increase the use of smart driving or idle reduction.*
- i. CCFC will continue to partner with organizations like UNC Charlotte, local museums, and local governments to raise awareness for behavior campaigns, like anti-idling and driver behavior. CCFC will participate in at least (3) behavior specific events. Last year, CCFC participated in three (3) of these events.
 - ii. To increase awareness of alternative fuel vehicles and technologies, CCFC will provide at least four (4) technology-specific meetings or webinars by November 2016. This will greatly increase the knowledge and awareness of our stakeholders and allow them to learn about new fuels and technologies. The webinars can include, but are not limited to: first responder training and driver best practices.
 - iii. Assisting the NC Clean Energy Technology Center with the promotions of their programs and projects. This includes extending existing content they have developed to our region (TV ads, billboards, radio, etc.).
 - iv. Review, enhance, or add to tools on CONNECTourfuture.org website. Currently, the toolkit includes; Walking and bicycle audits and planning, rural transportation, inventory of local sustainability policies and programs, freight transportation, TDM, idle reduction, park and greenway access, parks promotion, transit readiness assessment and primer, transportation corridor preservation, transit oriented development incentives, free- fare transit service, alternative fuels and energy efficient vehicles, and wayfinding for trails and transit. These tools can be used to assist stakeholders in many different ways.
 - v. Air Awareness coordination within our region. CCFC staff will collaborate with air quality stewards to promote the reduction of petroleum through an air quality lens.

B. Organizational

1. Organizational/Coalition Growth Targets

- i. CCFC has specific goals regarding stakeholder/fleet recruitment, relationship building, and board development/recruitment. With a new coalition sustainability project beginning by December 2015, CCFC plans to recruit at least three (3) new stakeholders by November 2016.
- ii. Through hosting four (4) fuel-specific webinars and meetings by November 2016, CCFC will build relationships with key partners. Stakeholders will be asked to host/sponsor and present at these webinars/meetings, which will strengthen relationships and build knowledge among stakeholders and interested parties.
- iii. Due to the coalition's sustainability project (i.e. member dues), CCFC hopes to strengthen its core-stakeholders and further develop Clean Cities knowledge through bi-monthly meetings. The Stakeholder Dues project also includes organizational growth in the implementation and continued maintenance of CCFC systems.
- iv. Explore ways to allow for a password protected internet library accessible to stakeholders. This includes providing a library of success stories, vendor directory, and open exchange of questions and advice from other stakeholders.

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- v. Addition of stakeholders who are already member governments of the Centralina Council of Governments. This would increase our government fleet stakeholders.
- vi. Updating the Core Stakeholder “Procedural By-laws” document. This will allow for easier organization and understanding of the bylaws.

4.2 Coalition Meeting/Event Plan for Next 12 Months:

The following table outlines stakeholder meetings, outreach/education activities and other events being planned by the CCFC for the benefit of our stakeholders/community in the upcoming 1-year period.

Event Name	Target Date	Target Audience	Topics to be Addressed
Bi-monthly CCFC Core Stakeholder Group Meetings	Nov 2016; January 2016; March 2016; May 2016; July 2016; Sept 2016	Core Stakeholder Group	Coalition business; Reports from subcommittees; Presentations by technology providers or coalition partners
Bi-monthly Fuel/Technology Specific Stakeholder Webinar/Meeting	February 2016; April 2016; June 2016; August 2016	Stakeholders; fleets interested in fuel x; fleet managers	Presentations by technology providers or coalition partners
Regional Electric Vehicle Advisory Committee (REVAC) Meeting or Related Targeted Events	Spring 2016	PEV stakeholders	Implementation of strategies within Greater Charlotte
Presentation of Business case for alternative fuels and vehicles to Elected Officials	Summer Mayors Forum CCOG Board of Delegates meeting	Mayors and Elected Officials	Alternative Fuels and Vehicles and how they can control costs, demonstrate leadership
Presentation of Business case for alternative fuels and vehicles @ Regional Managers Meeting	Summer 2016 Regional Managers Meeting	City and County Management	Alternative Fuels and Vehicles and how they can control costs, demonstrate leadership
National Drive Electric Week Events	September 2016	Stakeholders; interested parties; fleets interested in electricity as fuel	Advancing the use of electricity as a fuel for vehicles

Coordinator Travel and Training Plan for Next 12 Months:

The following describes meetings, conferences and events the coalition coordinators plan to attend in order to remain informed on key Clean Cities’ topics.

Conference/ Meeting Name	Date	Location
Energy Independence Summit	February 2016	Washington DC
NC PEV Taskforce Quarterly Meetings	2016 (Exact Date(s) TBD)	TBD-various

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Clean Cities National Meetings	TBD 2016	TBD
Green Truck Summit	March 1, 2016	TBD

Coordinator/Coalition Training Activities

In addition to the above specific events and training workshops, the following items have been identified as specific needs to be mindful of as opportunities arise.

- Continue to refine social networking abilities
- Seek out and, where practical, participate in training related to:
 - Project and financial management
 - Public speaking and communication skills
 - Grant administration courses
 - Board involvement and engagement
 - Communications and/or Marketing Plan development
- Continue taking advantage of Clean Cities University online courses