



2014 – 2015 Annual Operating Plan

As accepted by the Coalition's Core Stakeholder Group, October 2014

SECTION I: BACKGROUND INFORMATION

Coalition Description

The Centralina Clean Fuels Coalition (CCFC) has been in existence in the greater Charlotte region for over 10 years and was designated in April of 2004 in the Department of Energy's Clean Cities program. The Coalition is a local effort of the Centralina Council of Governments (CCOG) a 9-county state designated regional planning agency in North Carolina comprising 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 Clean Cities 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-Coordinator 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**

Key Coalition Personnel

***Jason Wager, AICP CEP, Planning Program Supervisor--Sustainability and CCFC Coordinator
40% FTE on coalition activities***

Jason has worked with the Centralina Council of Governments since 1996 and received his Masters 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 Centralina'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.

***Sean Flaherty, Senior Planner – Sustainability and CCFC Co-Coordinator
50% FTE on coalition activities***

Sean serves as CCFC's Co-Coordinator and as a senior planner within the regional planning department at Centralina Council of Governments. In this role, he 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, Sean worked for Triangle J Council of Governments in the Research Triangle Park where he served as energy & environment planner for four years. In this role, he provided leadership and support for initiatives such as the Triangle Transportation Demand Management Program and Triangle Clean Cities Coalition, while also founding the Council for a Sustainable Triangle and Triangle Green Business Challenge. Prior to that, Flaherty worked for Advanced Energy and the NC Department of Environment and Natural Resources. Sean earned an undergraduate degree in political science with a concentration in global environmental policy from North Carolina State University. While attending NC State University, Sean created and led the university's first alternative spring break service trip focused on environmental issues where students and faculty traveled to the Community Baboon Sanctuary of Belize and saved 10 acres of Howler Monkey habitat through land conservation practices.

***Jessica Hill, AICP, Senior Planner – Sustainability
45% 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).

**Ted Triantis, CCFC Workforce Development Intern
20 Hours per week on coalition activities**

Ted began in Fall 2014 with the Coalition. He earned his undergraduate degree in Environmental Sciences with Minor in Spanish from the University of North Carolina at Wilmington and is currently pursuing a Masters of Science in Environmental Engineering from the University of North Carolina at Charlotte. Ted is responsible for several ongoing activities including the Coalition’s social media efforts and event support. Ted will also be working on longer term projects such as fleet technical assistance and stakeholder success story videos.

Current Alternative Fuel and Advanced Vehicle Technology Market Analysis

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

- 3 E85 stations
- 2 B20 stations
- 1 LNG station
- 8 CNG stations
- 66 PEV charging stations

The number of PEV charging stations in the greater Charlotte area has greatly increased over the past several years along with CNG stations located at 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). The CFAT project has increased the number of alternative fuel vehicles and fueling / charging infrastructure in our region as well as the state.

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

Organization	Activity	Fuel Type
UNC Charlotte	55 low speed vehicles and 51 other PEVs for a total of 106 electric drive vehicles on campus. 18 public electric vehicles charging stations	PEV
AT&T’s Charlotte area	Operates 44 vans that are dedicated CNG vehicles. AT&T also has 5 light duty HEVs	CNG & HEV
Duke Energy	14 HD hybrid electric utility trucks and 2 neighborhood electric vehicles. 8 HEV ordered for delivery prior to the end of 2014.	HEV & NEV
GBUSA, Inc	1 HD hydraulic hybrid and 3 CNG refuse trucks	Hydraulic hybrid CNG
City of Charlotte/Charlotte Douglas International Airport	5 hybrid electric passenger buses	HEV
City of Charlotte Solid Waste Services	15 CNG refuse trucks	CNG
Charlotte Area Transit System (CATS)	100 vehicle telematics	N/A
Charlotte Mecklenburg Utilities	5 neighborhood electric vehicles	NEV
Charlotte-Mecklenburg Schools	4 Club Car Carryall 232’s	NEV
Time Warner Cable	Converted 20 E-250 vans to LPG	LPG
Frito Lay	10 CNG Class 8 tractors	CNG
Monroe Oil	1 E85 pump in Union County at Fill Good BP	E85

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Gaston County	16 propane paratransit buses and 16 public works vehicles. Installed 2-Level 2 EVSE	LPG & PEV
Iredell County Sheriff's Office	13 LPG patrol vehicles	LPG
Rowan County Transit System	10 transit vans	LPG
Aramark	8 delivery truck conversions	LPG
Brightfield	10 public electric vehicle charging stations	PEV
City of Concord	6 public electric vehicle charging stations	PEV
EPES Transport	5 Freightliner Class 8 tractors	CNG
MacLeod Construction	9 concrete mixer trucks	CNG
Town of Dallas	2 public electric vehicle charging stations	PEV
G&P Trucking	9 LNG delivery tractors in Charlotte	LNG
Clean Energy	Opened a retail LNG fueling station in Charlotte; working on adding CNG	LNG & CNG
Charlotte Truck Center	Delivering 14 Freightliner autogas chassis to a regional body builder for installation of propane tank bodies	LPG

- Several fleets use biodiesel for both on and off-road vehicles including: Duke Energy, City of Monroe, City of Concord, Gaston County and Town of Matthews.
- Mecklenburg County's GRADE+ (Grants to Replace Aging Diesel Engines) program continues to be a major source of regional funding for grants that improve air quality through clean diesel technologies, with a significant side effect of fuel efficiency gains. GRADE+ specifically targets nitrogen oxides (NOx) that contribute to the ozone problem in the Charlotte region. Any company that operates eligible equipment the 13-county region is eligible to apply for funding to clean up that equipment.
- Obstacles to deployment of alt fuel vehicles, infrastructure and other Clean Cities technologies in our region
 - 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 AF 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.
 - **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.
 - 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.
 - **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

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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 have been reduced and in some cases ceased for resources related to alternative fuel and alternative fuel education. Policy and regulations have drastically changed with the political party in power easing many of the 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 II: COALITION GOALS

Progress Toward Prior Year Goals

In the 2013-2014 CCFC Annual Operating Plan, goals focused on fleet adoption of alternative fuel vehicles and technology, infrastructure development, fuel use/displacement efforts, education and outreach, organizational growth targets, fundraising efforts, and training activities. The following is a listing of the CCFC’s top goals by category for 2013-2014, accompanied by a brief account of the coalition’s progress towards meeting these goals – including both successes and obstacles – over the last year.

Overall Goal Category	Goals And Objectives For 2013-2014 Short term * Long term * Collaborative	2013-2014 Assessment of Progress and Accomplishments
INCREASING AFVs and/or ADVANCED TECHNOLOGY VEHICLES		
	Continue to provide technical assistance to fleets. Explore opportunities for grant and other sources of assistance for fleets, recognizing a significantly diminished pool of grant funding going forward will require innovative approaches. Where possible, facilitate demonstration pilot projects to promote use of particular technologies and opportunities.	<i>Provided fleet technical assistance to a number of local fleets specifically the City of Charlotte’s fleet divisions through a Request for Information (RFI) process, City of Monroe through a Natural Gas Workshop, eight local partners of the Carolina Blues Skies & Green Jobs Initiative, and local awardees of the Clean Fuels Advanced Technologies (CFAT) Grant.</i>
	Continue support of CNG vehicle and fueling growth in the greater Charlotte region, seeking to support the addition of at least 1 new publicly available CNG fueling facility.	<i>Supported the addition of CNG fueling at God Bless the USA, Inc. located in Monroe, NC; Frito-Lay Transportation in Charlotte, NC; and the City of Charlotte Solid Waste Services Division. Frito-Lay Transportation’s CNG Station and Piedmont Natural Gas’s CNG Station are currently available to the public.</i>
	Continue to seek vendor participation in an effort to educate fleets on new technology, having such a presentation at 50% of CCFC’s Core Stakeholder meetings	<i>Hosted CCFC Core Stakeholder meetings at the Charlotte Truck Center, Freightliner-Daimler Trucks North America in Mount Holly, and ReVenture Park in Charlotte. These meetings provided educational presentations for attendees and accounts for 50% of the prior year’s meetings.</i>

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	<p>Reconvene the CCFC Electric Vehicle Subcommittee (Regional Electric Vehicle Advisory Committee) to seek support for and implement key recommendations of Regional and Statewide PEV Readiness plans, endorsement by all four (4) Council of Government Boards represented of each of the four regions included in North Carolina's PEV Readiness Initiative</p>	<p><i>Did not formally reconvene CCFC Electric Vehicle Subcommittee. Hosted Direct Current Fast Charger (DCFC) Regional Planning Meeting, provided EV-related updates during regular CCFC Stakeholder Meetings, and continued implementation efforts associated with North Carolina's PEV Readiness Plans.</i></p>
	<p>Explore new media outlets, innovative strategies and partnerships to disseminate success stories while highlighting stakeholder achievements. Examples: Podcasting, Interactive website functions, Infographics</p>	<p><i>Created video success story of local stakeholder God Bless the USA, Inc., and submitted to the Clean Cities YouTube channel. Created new website for the coalition with interactive functions and new avenues for communicating stakeholder achievements including but not limited to the "Featured Fleet".</i></p>
	<p>Continue to initiate/facilitate networking workshops to bring together alt fuel vehicles with fleet owners</p>	<p><i>Hosted CCFC 10th Anniversary Celebration on May 29, 2014 at the Foundation for the Carolinas which included VIP Speakers and Guests. Hosted "Alternative Fuel Tailgate" on August 13, 2014 in advanced of the Centralina Council of Governments' Board of Delegates Meeting to allow stakeholders the opportunity to network with local elected officials while displaying AFVs and providing educational materials.</i></p>
<p>INFRASTRUCTURE DEVELOPMENT</p>		
	<p>Identify public-private fueling and maintenance opportunities to support cost-effective deployment of alternative fueling infrastructure</p>	<p><i>Supported the creation of a Multi-Alternative Fueling Station Feasibility Study through funding from the HUD-EPA-DOT Sustainable Communities Partnership. Presented and requested feedback from the Alternative Fuel Implementation Team (AFIT) for North Carolina, CCFC Stakeholders and CONNECT Our Future Consortium.</i></p>
	<p>Continue to work with retailers/fuel suppliers and work groups to identify potential public station locations. Continue to help maintain accuracy around publicized fuel prices and existing locations via NREL's AFDC website, responding to 100% of the requests received for these data.</p>	<p><i>Met with several CNG and EVSE infrastructure companies throughout the year to capture information for coalition stakeholders. Also met with local governments to discuss infrastructure development interests including the City of Gastonia, City of Charlotte and City of Monroe. Participated in work groups within the NC PEV Taskforce. Participated on SE Corridor Natural Gas Infrastructure Work Group Conference Calls and presented information on best-practices when applying for grant funding.</i></p>

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	<p>Continue to identify fleets (considering age and size of fleet, location, fuel use, duty cycles and travel patterns, etc.) that could use alternative fuel infrastructure and initiate contact with at least one (1) previously unassisted fleet to coordinate such support.</p>	<p><i>Continuously responded to and identified target fleets for technical assistance. Hosted Natural Gas Workshop in partnership with the City of Monroe Utilities Department to assist development of natural gas fueling infrastructure.</i></p>
<p>EDUCATION AND OUTREACH ACTIVITIES</p>		
	<p>Re-design or create new coalition website to establish easily navigable source of information for stakeholders and members of the general public. Link social media outlets and other digital sources in a way that ensures efficient communication of information across all modes.</p>	<p><i>Created new coalition website (www.4cleanfuels.com) with support from CCFC Core-Stakeholders. Linked to social media outlets and included member login information portal on new site.</i></p>
	<p>Distribute and promote the DOE's PEV Scorecard to municipalities in the 9-county region to gather feedback on needs for improved PEV readiness.</p>	<p><i>Did not complete. Discussed with North Carolina's Clean Cities Coalitions and collectively agreed not to pursue as high-priority item for 2013-2014.</i></p>
	<p>Continue education and outreach around PEV readiness via the NC PEV Taskforce and additional stakeholder relationships established through the NC PEV Initiative: Plugging in from Mountain to Sea, initiating one (1) training session targeting local planners at municipalities within the coalition's 9-counties. Utilize results of PEV Scorecard to design elements of the training.</p>	<p><i>Specific target audience of local planners was not convened, however, PEV trainings were held that included local planners and addressed Direct Current Fast Charger deployments, Workplace Charging training for businesses, plus others.</i></p>
	<p>Continue to optimize connection between motorsports (e.g., NASCAR, Indy Car Racing, Roush, Penske, Petty's Garage, UNC-Charlotte program, etc.) and alternative fuels.</p>	<p><i>Aided the coordination of NASCAR Corporate joining the DOE Workplace Charging Challenge. Planned Workplace Charging Workshop at NASCAR Plaza and arranged for NASCAR Green Innovation Senior Manager to present as part of panel discussion. Hosted Propane Charrette at Roush-Fenway Racing Facility in Concord, NC as part of the Alternative Fuel Implementation Team (AFIT) for NC project awarded by DOE Clean Cities.</i></p>
	<p>Host 10-Year Anniversary for CCFC and highlight success of the coalition driven by stakeholders.</p>	<p><i>Completed with over 50 participants. Provided opportunity to network and grow relationships engagement and to "Reenergize". Celebrated stakeholder successes; Reminiscid on past accomplishments. Recognized stakeholders while showing the value for continued involvement in the CCFC. Honored the Clean Cities structure and its value-HOW we get things done (i.e.-grassroots, peer to peer exchange, national network, etc.) Forecasted the future; vision.</i></p>

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	<p>Explore innovative outreach activities in coordination with CNG, Biofuel and Propane stakeholders to support need for public education of these specific alternative fuels. Examples: Food Truck Rally, CCFC led Earth Day event at Charlotte Motor Speedway, Free Film Screenings</p>	<p><i>Supported UNC Charlotte Earth Day with CNG display vehicle and AFV educational materials. Co-produced PEV Ride & Drive with Envision Charlotte and Duke Energy. Hosted "Alternative Fuel Tailgate" vehicle display event for stakeholders and local elected officials. Participated in Charlotte-Mecklenburg Earth Day Celebration.</i></p>
	<p>Create Webinar Series for municipalities within the coalition's 9-county region specific to each alternative fuel and advanced transportation technology. Utilize NAFTC tools and local resources including stakeholder engagement to develop webinar series and create achieved library for continued reference.</p>	<p><i>Did not complete.</i></p>
	<p>Continue supporting eight (8) CCFC project partners under the Carolina Blue Skies and Green Jobs Initiative, ensuring that 100% of the partner's projects are communicated to elected officials and appropriate parties as the initiative closes in 2014. Also ensure success stories authored in the previous years of the project are promoted across the region.</p>	<p><i>Supported all partners and successfully managed closing out of the project including final reports, property certification forms and documentation of fair market values.</i></p>

ORGANIZATIONAL GROWTH TARGETS

<p>Budget and Staff</p>	<p>Continue with Co-Coordinator model. Budget for coming year is reasonably well established through grants (Carolina Blue Skies, CFAT III program, DOE funding sources including Alternative Fuel Implementation Team (AFIT) for North Carolina; and LTI Programmatic Support).</p>	<p><i>Complete.</i></p>
<p>Board and/or Committee Development/ Recruitment</p>	<p>Nominate new Chair and Vice Chair. Explore options for assigning board members (Core-Stakeholders) with specific tasks such as Fundraising.</p>	<p><i>Did not nominate new Chair and Vice Chair. Created "Leadership Committees" for Education & Outreach, Fleet Technical Assistance and Sponsorship but have not hosted formal conference calls or meetings with these committees. Organized 10th Anniversary Awards Committee which informed selection of 10th Anniversary Awards.</i></p>
<p>Stakeholder/ Fleet Recruitment Efforts</p>	<p>Continue to improve fleet / stakeholder database and integrate mechanism within new website to better track contacts</p>	<p><i>Re-organized stakeholder list during 10th Anniversary invitation process. Renewed subscription to Fleet Seek Database for access to new contact information. Updated e-news contact list. Created members only login portal on new website.</i></p>
	<p>Continue to seek opportunities to link up with business groups such as chambers of commerce, NAFA, industry groups, E4, and others</p>	<p><i>Engaged NASCAR Green, Envision Charlotte, E4 Carolinas, Discovery Place Energy Work Group, Charlotte Chamber of Commerce Green Works, Sustainability Lunch Bunch, Ford Motor Company and Nissan North America.</i></p>

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	Continue to network and collaborate with Centralina Economic Development Commission, including coordination on the current ongoing NC Tomorrow and CEDS planning efforts, and other partners to assist possible producers and distributors in region, as opportunities arise	<i>Aligned advanced manufacturing and automotive key industry sector with CCFC Stakeholders. Authored letter of support for Central Piedmont Community College in establishing the only Cummins Apprenticeship Program in North America. Cross-promoted Centralina Workforce Development's "Career Headlight" tool for job seekers.</i>
	Continue to identify common goals with air quality agencies/efforts (e.g., fleet analysis project). For example, integrate CCFC activities into existing efforts such as the CONNECT Our Future Air Quality / Climate Change and Energy Working Groups.	<i>Assisted Mecklenburg County's Air Quality Department in providing AFV information as requested. Integrated CCFC activities into CONNECT Our Future Air Quality / Climate Change and Energy Working Groups.</i>
	Continue to grow relationships with the region's educational institutions (e.g., UNC-Charlotte's EPIC Center, Central Piedmont Community College, Catawba College Center for the Environment, Discovery Place, Schiele Museum, and others) by holding at least one (1) Core Stakeholder meeting at a regional educational institution in 2014	<i>Hosted strategic planning meeting at Discovery Place Museum. Participated in Sustainability Lunch Bunch Meeting at UNC-Charlotte's EPIC Center where CCFC's CCUWDP Intern presented overview of coalition activities.</i>
	Make stakeholder recognition a priority, using the fleet successes under the aforementioned initiatives to promote additional projects in the region and recognizing at least one (1) stakeholder at the annual regional awards recognition held in the Winter of each year	<i>Recognized five (5) stakeholders during CCFC 10th Anniversary. Recognized one (1) stakeholder as part of CCOG Annual "Region of Excellence Awards". Nominating local stakeholders for NC Smart Fleet Award to be given at Southeast Alternative Fuel Conference & Expo in October 2014.</i>

FUNDRAISING EFFORTS

	Set up sub-committee of the Core Stakeholder Group to aid fundraising efforts in 2014	<i>Ongoing. Requested volunteers for Sponsorship Leadership Committee. Sponsorship model is being developed based on 10th Anniversary sponsorship levels.</i>
	Explore sponsorship options for stakeholders who have expressed interest in financially supporting the coalition.	<i>Organized sponsorship solicitation for CCFC 10th Anniversary Celebration and through separate work with Ford and Nissan. Did not establish consistent, formal list of options for financial support.</i>

COORDINATOR/COALITION TRAINING ACTIVITIES

	Continue utilizing Clean Cities University online courses	<i>Complete</i>
	Represent CCFC at regional and national conferences	<i>Complete</i>
	Pursue "Coordinator/Coalition Training Activities" listed below	<i>Complete</i>

Goals and Objectives for the Upcoming 12-Month Period (2014-2015)

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 goals seek to take this overarching mission into consideration.

A Goal: Is “What” we want to accomplish, it’s where our efforts are directed for a primary outcome.

A Strategy: Is the approach / plan of action we take to achieve the goal. The “how” we will get to the goal and can include a form of measurement and time commitment.

A Tactic: Is a specific action step needed to accomplish the strategy.

Goal 1: Increase AFVs and / or Advanced Technology Vehicles in the Coalition’s Region

Strategy A: Provide fleet outreach assistance to at least two (2) stakeholder organizations

Tactic 1: Utilize CCFC leadership committees to guide outreach activities

Tactic 2: Utilize tools such as AFLEET, AFIT Toolkit, DOE tools and resources, and national technical response in fleet assistance as necessary

Strategy B: Facilitate two (2) on-road demonstrations with fleets

Tactic 1: Partner with technology / fuel provider(s)

Tactic 2: Partner with local, state and national organizations

Tactic 3: Partner with dealers

Strategy C: Provide forum for interaction and collaboration between fleet managers and vendors

Tactic 1: Fifty percent of core-stakeholder meetings will have a presentation from a vendor to educate fleet managers and staff on new technologies

Tactic 2: Hold one workshop for local government fleet managers based on duty cycle or fuel specific applications

Tactic 3: Hold one tour/event at vendor facility or equipment

Tactic 4: Create a training series for local government audiences

Strategy D: Identify and support specialized training need to grow AFV/ATV use

Tactic 1: Communicate with state and community colleges (2-year and 4-year) about alternative fuel vehicle curriculum currently offered

Tactic 2: Investigate inclusion of regional information from college scan to COG Career Headlight product

Tactic 3: Align economic development via a) CHAMPION, b) industry players in region and state, and c) Community Economic Development (CED) efforts and plans.

Tactic 4: Communicate availability of training from other providers through existing media

Tactic 5: Capture and communicate best practices

Tactic 6: Continue to provide training for AFV 1st Responders

Strategy E: Communicate job growth in the alternative fuel/vehicle portfolio of support services and products

Tactic 1: Disseminate information through CCFC and CCOG newsletters

Tactic 2: Make resources and information available at CCOG conference in December 2014

Strategy F: Engage National fleets and vendors partnerships

Tactic 1: Collaborate with Clean Cities: National Clean Fleets Partnership by communicating with liaison coalition for two national fleet partners to engage locally.

Goal 2: Increase alternative fueling and charging infrastructure in the Coalition's Region

Strategy A:

Evaluate the need for a future alternative fuel infrastructure regional plan by July 2015

Tactic 1: Engage core-stakeholder group to determine scope and need

Tactic 2: Research, locate and compile baseline data which will include: anchor fleets, local existing infrastructure, existing known alternative fuel users, vendor availability, and maintenance availability

Tactic 3: Identify shared fueling needs and interests across the region

Strategy B: Coordinate local Direct Current Fast Charger (DCFC) deployment

Tactic 1: Support site-identification, planning and installation of the region's first DC Fast Chargers for electric vehicles

Tactic 2: Update GIS maps with new DCFC locations to share with stakeholder and transportation planners

Tactic 3: Work with DCFC-related vendors to collaborate across state and southeast as corridors are developed

Tactic 4: Present information to the NC PEV Taskforce to update members as infrastructure is installed

Strategy C: Support natural gas refueling infrastructure by connecting local knowledge with state and national knowledge to support goal of reducing 375,949 GGE (16%) in 2014-2015

Tactic 1: Support promotion of new natural gas refueling installations

Tactic 2: Support development of infrastructure locations by linking key fleets to availability of fuel

Tactic 3: Communicate local deployment of infrastructure to state and national networks

Tactic 4: Quantify the GGE displaced by natural gas refueling infrastructure towards meeting an annual goal of 375,949 (16%) GGE displaced

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Strategy D: Support propane refueling infrastructure by connecting local knowledge with state and national knowledge to support goal of reducing 375,949 GGE (16%) in 2014-2015

Tactic 1: Utilize Alternative Fuel Implementation Team (AFIT) for NC Toolkit to communicate finance models for propane infrastructure

Tactic 2: Support development of infrastructure locations by linking key fleets to availability of fuel

Tactic 3: Communicate local deployment of infrastructure to state and national networks

Tactic 4: Quantify the GGE displaced by Propane refueling infrastructure towards meeting an annual goal of 375,949 (16%) GGE displaced

Strategy E: Support bio-fuel refueling infrastructure growth and development of 375,949 (16%) GGE displaced

Tactic 1: Support existing and new biofuels producers, distributors, and users by connecting them with stakeholder local area knowledge (e.g.- regulatory agency functions and contacts/authorities having jurisdiction, public service providers, business opportunities, and technical resources)

Tactic 2: Understand and identify needs for first responder, permitting, or other training for local officials to better facilitate the development of these projects in an effective and efficient manner

Tactic 3: Quantify the GGE displaced by biofuels refueling infrastructure towards meeting an annual goal of 375,949 (16%) GGE displaced

Goal 3: Organization and Coalition Growth and Sustainability

Strategy A: Strengthen and expand coalition network

Tactic 1: Seek opportunities to collaborate with business groups and large employers in the region

Tactic 2: Seek opportunities to collaborate with air quality and environmental groups/organizations

Tactic 3: Produce monthly e-newsletter to communicate local, state and national information across coalition network

Tactic 4: Engage Motor Sports and NASCAR Green through assistance from stakeholders

Strategy B: Strengthen core-stakeholder group involvement in coalition activities

Tactic 1: Utilize fleet TA sub-committees in development of new fleet services and outreach activities

Tactic 2: Utilize education and outreach sub-committees in development of outreach and event activities.

Tactic 3: Utilize coalition website members-only login portal for direct communication and storage of activities, funding opportunities, etc.

Tactic 4: Seek opportunities to facilitate innovative strategies and events

Strategy C: Recognize successes and “wins” of coalition and stakeholders

Tactic 1: Produce success videos and / or success stories of coalition stakeholders to share on the CCFC website and National DOE Clean Cities YouTube Channel

Tactic 2: Host annual “celebration” event / business meeting to recognize the year’s achievements and key stakeholders

Tactic 3: Regularly update CCFC website’s News and Events pages to share success stories

Tactic 4: Expand communication outreach network through other media outlets

Strategy D: Financial stability and sustainability

Tactic 1: Develop sponsorship / membership levels for stakeholders to support the Coalition

Tactic 2: Continue partnering with local, state and national organizations that provide financial assistance to support the efforts of the Coalition.

Tactic 3: Explore ability to create sponsorship donation portal on CCFC website and e-newsletter

Strategy E: Coordinator and Coalition training

Tactic 1: Continue to utilize Clean Cities University online courses

Tactic 2: Utilize fellow Clean Cities Coalitions for training opportunities

Tactic 3: Continue to represent CCFC at regional and national conferences

Tactic 4: Seek opportunities to provide AFV training series to local stakeholders

Strategy F: Strategic synchronization among NC Clean Cities Coalitions

Tactic 1: Attend annual strategic planning retreat with NC Clean Cities Coalitions

Tactic 2: Create platform for coordination and collaboration beginning with a draft document by December 2014 for consideration

Tactic 3: Identify strengths of fellow NC coalitions and leverage for local impact

Tactic 4: Create systems that allow for greater efficiency and effectiveness including proactive use of Clean Cities SharePoint virtual tool

SECTION III: ANNUAL PLANS

Coalition Activity/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.

2014-2015 Coalition Meeting and Event Plan:

Please describe events being planned by your coalition for the benefit of your stakeholders/community.

Event Name	Target Date	Target Audience	Topics to be Addressed
Bi-monthly CCFC Core Stakeholder Group Meetings	Nov 2014; January 2015; March 2015; May 2015; July 2015; Sept 2015	<ul style="list-style-type: none"> • Core Stakeholder Group 	<ul style="list-style-type: none"> - Coalition business - Reports from subcommittees - Presentations by technology providers or coalition partners
Regional Electric Vehicle Advisory Committee (REVAC) Quarterly Implementation Meeting or Related Targeted Events	Fall 2014; Spring 2015; Summer/Fall 2015	<ul style="list-style-type: none"> • PEV stakeholders 	<ul style="list-style-type: none"> - Implementation of strategies within Greater Charlotte PEV Readiness Plan and NC PEV Roadmap
SE Alternative Fuel Conference	October 2014	<ul style="list-style-type: none"> • Stakeholders and Associated Partners • Fleet managers • Land Use Planners 	<ul style="list-style-type: none"> - Advancing the use of alternative fuels and transportation technologies in the Southeast region of the US
Presentation of Business case for alternative fuels and vehicles to Elected Officials	<ul style="list-style-type: none"> • Summer Mayors Forum • CCOG Board of Delegates meeting 	<ul style="list-style-type: none"> • Mayors and Elected Officials 	<ul style="list-style-type: none"> - 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 2015 Regional Managers Meeting	<ul style="list-style-type: none"> • City and County Management 	Alternative Fuels and Vehicles and how they can control costs, demonstrate leadership

2014-2015 Coalition Data Reporting and Deliverables Plan

In addition to the above proposed activities, the following table sets forth expected deliverables and their timeline for their reporting to DOE (e.g., alt fuel pricing reports, annual survey data collection, etc.) and/or other entities so that CCFC stakeholders are aware of these set expectations.

Key Deliverable*	Due Date	Description
Alternative Fuel Price Report	Q4 2014; Q1, Q2, Q3 2015	Contact fueling station owners and send fuel pricing info to Timothy Porco by the set deadlines
Maintain and update website at www.4cleanfuels.com	Ongoing	Keep website up to date with recent events, news, resources, and grant announcements; collect new stakeholder registrations
Gauge need and support of website: www.go4PEV.org	Spring 2015	Assess need and support for website to determine to continue to update versus consolidating into www.4cleanfuels.com
Annual Report Data Call to Stakeholders	January 2015	Survey input from stakeholders on vehicle counts and petroleum reduction efforts for inclusion in the annual survey
Attend a Clean Cities event or conference	2014 (Date TBD)	Travel to Peer Exchange or another conference deemed appropriate
Conduct Fleet Outreach	Q4 2014 – Q3 2015	Connect with new or existing fleets to expand AF use and education
Input Annual Report Information into DOE database	March 2015	Upload all coalition information into database by mid-March deadline
Provide updates on AFV refueling site openings, closings and status changes	Q4 2014 – Q3 2015	Make sure that the AFDC site is kept up to date with the region's station openings and closings
Engage in Communications and Outreach Activities	Q4 2014 – Q3 2015	Submit a case study/success story and/or develop and distribute media outreach tools related to coalition activities
Organize/hold stakeholder meetings and events.	Q4 2014 – Q3 2015	Organize stakeholder meetings and outreach/training events
Participate in monthly regional coordinators call	Q4 2014 – Q3 2015	Participate in monthly SE Coordinators calls
Coalition Support Contract First Reporting Period Invoice	April 30, 2015	Submit invoice for first half of coalition support contract by the established deadline.
Annual Operating Plan	September 2015	Submit updated annual operating plan to Regional Manager in accordance with coalition support contract deadline
Participate in Training or Planning Activities	Q4 2014 – Q3 2015	Assist in CCU course development/best testing, participate in Clean Cities retreats planning, etc.
Coalition Support Contract Final Reporting Period Invoice	October 31, 2015	Submit invoice for second half of coalition support contract by the established deadline.

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2014-2015 Coordinator Travel and Training Plan

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
Clean Cities Regional Peer Exchange	December 8-12, 2014	Golden, Colorado
Energy Independence Summit	Feb/March 2015	Washington DC
NC PEV Taskforce Quarterly Meetings	2015 (Exact Date(s) TBD)	TBD-various

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, specifically LinkedIn account
- 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
 - “Soft skills” development (via Vibrant Coaching)
- Continue taking advantage of Clean Cities University online courses

SECTION IV: BUDGET AND RESOURCE ALLOCATION PLAN

Coalition Trends and Project Commitments

The Centralina Clean Fuels Coalition (CCFC) expects to remain active in a variety of areas during this current fiscal year ending June 30, 2015 and into the start of our FY15. Ongoing grant programs that will provide funding and demand attention include the Alternative Fuel Implementation Team, regional administration of the CFAT III grant led by the NC Clean Energy Technology Center, the NREL led Mentoring Program, and the DOE Programmatic Support grant.

Clean Fuel Advanced Technology (CFAT) Program

This project is funded through the CMAQ program, sponsored by and in partnership with the NC Clean Energy Technology Center and began July 2013. With this funding, CCFC will be able to educate the public and regional fleets on air quality benefits of alternative fuels and clean transportation technologies and will be able to assist with funding of alternative fuel projects across the region.

Alternative Fuel Implementation Team (AFIT)

This project is funded by the Department of Energy Clean Cities and is managed by the NC Clean Energy Technology Center. Initiated in January of 2013 this program will result in a toolbox that can be used by fleets to implement alternative fuel vehicles. With this funding, CCFC will be able to reach out to fleets and identify barriers to deployment and offer best practices and templates in the “toolbox”.

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Clean Cities Mentoring Program

CCFC staff was invited to continue in this role in October 2013 as one of seven coalitions across the US Department of Energy Clean Cities network providing mentoring services. Our focus is around coalition sustainability and fleet outreach. During this second round CCFC has been paired with the Southeast Florida Clean Cities Coalition and most recently, Vermont Clean Cities Coalition.

Taken together, grant funding is expected to be less available than it has been in recent years. Staff recognizes that new partnerships, non-traditional funding paths, innovative revenue generation will be a requirement for future coalition sustainability.

Funding Sources

The following table outlines sources of funding expectations for CCFC staff, including the funding source, an anticipated end date, and potential amount of funds available. Note that the amount of funds available covers the months of November 2014 through October 2015 and is based on information known at the time of this plan’s development.

Source	End Date	Amount \$ Available 11/2014-10/2015
Vehicle Technologies Alternative Fuel Vehicle Deployment Initiatives*	TBD	TBD
Clean Cities Mentoring	February 2015 (plus 2 1-year option periods)	Up to \$155,000 available.
Clean Fuel Advanced Technology III	September 2015	\$45,000
Alternative Fuel Implementation Team	January 2015	\$10,000
Clean Cities Support Contract	October 2015	\$30,000
NC State Energy Office	June 30, 2015	\$40,000 (\$100,000 originally awarded)
Clean Cities Workforce Intern	May 2014	\$8,400
Total		\$133,400.00

*The table above reflects CCFC joint application in partnership with Triangle Clean Cities Coalition as the lead applicant for the DOE Clean Cities Vehicle Technologies Alternative Fuel Vehicle Deployment Initiatives funding opportunity announcement. If successfully awarded, CCFC anticipates a large focus on administering local AFV deployments in tangent with fleet technical assistance and outreach.

Currently, the expectation is that staff will be heavily focused on Clean Fuel Advanced Technology education and outreach activities, Alternative Fuel Implementation Team outreach activities, communication of success stories, and closeout activities and being engaged in significant activities related to the CONNECT our Future project, a grant that seeks to produce a regionally preferred development scenario. Mixed within these activities, staff will also be meeting standard Clean Cities deliverables including potential Clean Cities Coordinator Council duties, implementing strategic PEV planning activities identified through recent PEV Readiness Planning efforts including the deployment of the region’s first Direct Current Fast Chargers, initiating targeted fuel specific outreach and deployment events identified by stakeholders, fulfilling any mentoring requests that may emerge, and seeking out impactful professional development opportunities.

Looking Forward

CCFC staff is anticipating a steadily decreasing portion of its funding coming from government grant (federal or state) sources. As such, the CCFC continues to explore a variety of opportunities for future years. These include:

1. Private foundations that could be accessed through Centralina COG's 501(c)3 non-profit "Centralina Foundation"
2. Standard grant opportunities as appropriate
3. Implementation of an annual "sustaining sponsor" program
4. Proactive seeking of in-kind donations such as meeting space, event sponsorship, etc. that offset Coalition costs
5. Support of and involvement in alternative fueling operations that could yield royalty payments for the coalition, and
6. Providing fee-based technical assistance services that might consist of:
 - a. Collective fleet purchasing initiatives that reduce vehicle purchase costs for stakeholder members
 - b. Implementation of fleet and fuel management systems that help control costs for end users
 - c. Alternative Fuel and Vehicle Feasibility studies and fleet analysis services that identify baseline trends, fleet manager and organizational goals, "best fits" for a given fleet, and resources to move from the baseline toward the expressed goals, and
 - d. Grant writing and management

Although resources are increasingly harder to come by, the CCFC is excited about the critical role clean transportation technology, efficiency, and alternative fuels will play in a future that is energy constrained. Our region is consistently ranked one of the fast growing areas in the country and we continue to see an ever expanding platform for collaboration in meeting the challenges that population growth can bring.