



Centralina Clean Fuels Coalition 2012 – 2013 Annual Operating Plan

As accepted by the Coalition's Core Stakeholder Group, October 30, 2012

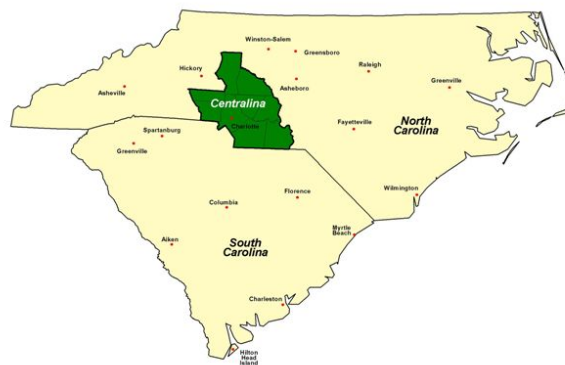
SECTION I: BACKGROUND INFORMATION

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. A recent example is the Regional Electric Vehicle Advisory Committee (REVAC). For day to day accountability, the Co-Coordinators are accountable to CCOG's Regional Planning Director and Executive Director.



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

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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.

Key Coalition Personnel

***Jason Wager, AICP CEP, Sustainability Program Manager and CCFC Coordinator
50% 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 Sustainability Program Manager. 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.

***Emily Parker, Sustainability Program Analyst and CCFC Co-Coordinator
25% FTE on coalition activities***

Emily has been with Centralina Council of Governments since August 2008 and has been actively involved in a wide-variety of projects across different departments at CCOG. Emily is a Sustainability Program Analyst in CCOG's Sustainability Program, and is the Co-Coordinator of the Centralina Clean Fuels Coalition (CCFC). Her responsibilities as Co-Coordinator include: managing the day-to-day operations of the Coalition, organizing stakeholder events and workshops, drafting and distributing educational information, providing grant writing assistance and general technical assistance to stakeholders. Emily earned a Master of Arts degree in Geography from the University of North Carolina at Charlotte with concentration in urban-regional analysis and an interdisciplinary undergraduate degree in social sciences and photography from the University of North Carolina at Asheville. Emily is a native Charlottean and is recently published, having co-authored a chapter in *Charlotte, NC: The Global Evolution of a New South City*.

***Sean Flaherty, Sustainability Program Analyst and NC PEV Readiness Project Manager
75% FTE on coalition activities***

Sean has been with Centralina Council of Governments since February 2012. In his role, he serves as the lead administrator of North Carolina's Plug-In Electric Vehicle Planning Grant as awarded by the US Department of Energy Clean Cities Program and also supports the Centralina Clean Fuels Coalition along with other initiatives within the regional planning department. Before joining the staff at Centralina Council of Governments, Sean worked for Triangle J Council of Governments in North Carolina's 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 TDM Program and Triangle Clean Cities Coalition, while also founding the Council for a Sustainable Triangle and Triangle Green Business Challenge. Sean earned an undergraduate degree in political

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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.

**Michelle Martinez, CCFC Workforce Development Intern
15 Hours per week on coalition activities**

Michelle is currently working on her second Fall/Spring semester assignment with the Coalition. She is a Computer Engineering major at UNC-Charlotte and expects to graduate in 2013. Michelle manages several ongoing activities related to Coalition social media efforts, stakeholder research, and event support. Michelle also takes the lead on specific longer term projects such as this year's AFV Day Odyssey event, re-design of the coalition newsletter, and stakeholder database management systems.

Current Alternative Fuel and Advanced Vehicle Technology Market Analysis

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

- 6 E85 stations
- 4 B20 stations
- 2 CNG stations
- 62 PEV charging stations

The number of PEV charging stations in the greater Charlotte area has greatly increased over the past year. Utilizing partnerships established through the NC PEV Readiness Initiative: Plugging In from Mountains to Sea, CCFC has identified 62 PEV charging stations and updated the AFDC Station Locator database to reflect the change in infrastructure. Additional mapping resources related to PEV charging stations will be published as part of Centralina's PEV Readiness Plan and will include GIS data detailing both current and projected infrastructure. Additionally, one of the 6 E85 stations listed above is the CCFC's sole infrastructure project under the Carolina Blue Skies and Green Jobs Initiative. This station – Fill Good BP –is currently open and operational, and is located in Waxhaw, North Carolina, southeast of Charlotte. Further, one of the listed CNG stations (Piedmont Natural Gas site at 112 Verbena St.) received CMAQ funding from the CCFC through a partnership with the NC Solar Center's Clean Fuel Advanced Technology (CFAT) grant in the recent past. This funding increased storage capacity and ultimately the station's ability to provide higher volume fast fill service. As a result, approximately 8 CNG solid waste trucks, 10 CNG class 8 tractors, 14 AT&T service vans, and various other vehicles now regularly rely on this station for fuel—providing a level of service that would not have been possible prior to the upgrades.

- Major fleets and fuel/advanced technology users, purchases, and/or other Clean Cities technologies adopters in our region:
 - UNC Charlotte has 55 low speed vehicles and 51 other PEVs for a total of 106 electric drive vehicles on campus
 - Within the last year, AT&T's Charlotte area fleet operates 14 vans that are dedicated CNG vehicles. AT&T also has 5 light duty HEVs in their Charlotte area fleet
 - The Carolina Blue Skies and Green Jobs Initiative creates opportunities for vehicle and infrastructure expansion in the region:
 - Duke Energy – 14 HD hybrid electric utility trucks and 2 neighborhood electric vehicles
 - GBUSA, Inc. – 1 HD hydraulic hybrid and 3 CNG refuse trucks

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- City of Charlotte/Charlotte Douglas International Airport – 5 hybrid electric passenger buses
 - City of Charlotte Solid Waste Services – 4 CNG refuse trucks
 - Charlotte Mecklenburg Utilities – 5 neighborhood electric vehicles
 - Time Warner Cable – converted 20 E-250 vans to propane autogas vans
 - Frito Lay – 10 CNG Class 8 tractors
 - Monroe Oil – 1 E85 pump in Union County at Fill Good BP
 - The City of Charlotte continues the use of six CNG refuse trucks. Each truck will use approximately 4,500 gge of fuel per year
 - Gaston County has deployed 16 propane paratransit buses and the Iredell County Sheriff's Office continues its use of 13 LPG patrol vehicles that are quickly demonstrating reduced air emissions and fuel costs
 - 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
 - **The continuing economic downturn** has led to very limited budgets and/or access to capital for both the public and private sector investments. 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 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 the 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 wrapped up in 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.

SECTION II: COALITION GOALS

Progress Toward Prior Year Goals

In the 2011-2012 CCFC Annual Operating Plan, goals around fleet adoption, infrastructure development, fuel use/displacement efforts, education and outreach, organizational growth targets, fundraising efforts, and training activities were set forth for the coming year. The following is a listing of the CCFC's top goals by category for 2011-2012, 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 2011-2012 Short term * Long term * Collaborative	2011-2012 Assessment of Progress and Accomplishments
FLEET ADOPTIONS		
	Continue to provide technical assistance and grant writing assistance to fleets. If possible, facilitate demonstration pilot projects to promote use of particular technologies and opportunities	<i>Ongoing support provided as requested; Minimal grants available thus no significant grant writing assistance; Supporting City of Charlotte AFV Feasibility Study</i>
	Take a "second look" at CNG in the greater Charlotte region, meaning approach municipalities that used CNG years ago, and perhaps had a less than excellent experience with the fuel/infrastructure	<i>Participation in NC CNG Taskforce; funding of several CNG vehicles through CBS; Support and promotion of CNG shuttles at Democratic National Convention (DNC)</i>
	Encourage and assist in the development of partnerships between fleets and suppliers	<i>Ongoing as opportunities present; Significant improvement around propane via work with Alliance Autogas, Fontaine Modifications, and Roush</i>
	Grant writing assistance, vendor participation to educate on new technology	<i>Vendors continue to be invited to speak at Stakeholder meetings, statewide and regional electric vehicle meetings, other invited speaking engagements (e.g.-Jones and Frank at Mecklenburg Co. Stage I fueling meeting)</i>
	Integrate and leverage demonstration projects into education and outreach efforts for regional fleets	<i>Invited and hosted approximately 10 local fleet managers at "Fuel Mule" CNG mobile fueling site for DNC</i>
	Education for fleets on new technology	<i>Compelling Case for NGVs event</i>
	State-centered mentality change around K-12 school bus purchases	<i>No significant progress</i>
	Hold/facilitate networking workshops to bring together alt fuel vehicles with fleet owners	<i>Natural by-product of activities such as Calstart/HTUF conference, PEV planning events, CNG Task Force, Core Stakeholder Meetings, etc.</i>
INFRASTRUCTURE DEVELOPMENT		
	Continue to promote electrification options (around both electric drive transportation and truck stop electrification) and fuel infrastructure projects through different funding sources	<i>Mountains to Sea PEV Readiness Initiative has convened several meetings, ride and drive events/networking opportunities, and produced several integral partnerships while cataloging critical processes and information</i>

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		<i>needed to further activity in this sector</i>
	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	<i>Staff meets DOE deliverables relative to quarterly alt fuel price report, has performed extensive research around EVSE locations and reporting of these locations to the AFDC and continues to keep discussions going with propane and CNG fuel providers. Biodiesel and ethanol have received very little interest in the past year.</i>
	Identify local fleets (by using Fleet Seek database and other channels) that could use infrastructure and initiate contact with them and ascertain age and size of fleet, location, fuel use, duty cycles and travel patterns.	<i>This has taken place for the most part in the form of responding to requests for information rather than a proactive system approach.</i>
	Continue education and outreach to retailers and fleet managers on the benefits, costs and logistics of fueling infrastructure	<i>Most significant efforts have related to Training activities related to CBS project; Other opportunities initiated by staff through HTUF conference, M2S, and other presentations made by staff</i>
	Adopt a collaborative city/county approach toward alternative fuels	<i>No significant progress</i>
	Develop or initiate a regional <i>Alternative Fuel and Advanced Technology Vehicles Readiness Plan</i>	<i>Focus has continued to be around PEV Readiness; No significant progress on alt fuels taken collectively</i>
	Pursue additional EVSE installations in the region	<i>Accomplished through M2S activities</i>

FUEL USE AND DISPLACEMENT EFFORTS

	Continue supporting CCFC projects partners under the Carolina Blue Skies and Green Jobs Initiative, funded by DOE	<i>Ongoing</i>
	Continue education and outreach around plug-in electric (PEV) vehicle planning	<i>Ongoing via M2S project</i>
	Use the fleet successes under the aforementioned initiatives to promote similar projects in the region	<i>Staff has initiated a success stories database, has published articles in the regional e-news, the CCFC e-news, and the SE Fuels Fix and has presented to the CCOG Executive Board; Brown grease as biofuel project with CMUD, UNCC, and CPCC has played major role in investment by Black Gold Biofuels in the region</i>
	Make results and success more visible to general public. Begin collection of project seed ideas via website portal or other digital platform	<i>Greater efforts to conduct activities visible to the public have taken place (e.g.-EV Challenge exhibit with Discovery Place, Ford ride and drives) however; proactive collection mechanisms for external stakeholders have not been set up to date.</i>

EDUCATION AND OUTREACH ACTIVITIES

	Optimize connection between motor sports (e.g., NASCAR) and alternative fuels	<i>Staff has reached out to NASCAR's manager of green innovation on a couple of opportunities and has made PEV related connections through Petty's Garage and Ford, as well as supported LPG events through Roush Propane</i>
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	Hold an elected officials 'boot camp' to educate and introduce alt fuel options and impacts	<i>No significant activity</i>
	Support Clean Cities/AFVs at the Democratic National Convention in early September 2012 in Charlotte	<i>EV Challenge Exhibit coordinated by CCFC in partnership with several local/regional/national entities; CNG mobile refueling of delegate shuttles promotion and education</i>
	Continue to offer both technology-based and implementation workshops and events to better inform our region's fleet managers in the changing landscape of clean fuels in a progressive, creative manner that utilizes improved resources from the national Clean Cities partnership along with those from CCFC stakeholders and statewide partners.	<i>Compelling Case for NGVs, Roush Propane workshops, involvement in HTUF conference planning and session moderation</i>
	Manage and implement NC PEV Readiness Initiative: Plugging from Mountains to Sea (M2S) to publish and release five PEV readiness plans for the state and four communities including the greater Asheville, Charlotte, Piedmont-Triad and Research Triangle regions. Continued implementation includes targeted communication strategies to ensure dissemination of information to appropriate parties such as academic institutions, elected officials, PEV industry groups, local / regional planners, and others.	<i>Ongoing, currently in authorship period; Coordinated an exhibit of the EV Challenge at the 2012 Democratic National Convention in partnership with Discovery Place, Advanced Transportation Energy Center, NC PEV Taskforce, WBTV-CBS, Ampmobile Conversions, and others that allowed local high school students the opportunity to rebuild a previously converted 1992 Ford Mustang back to electric drive. CCFC will continue to coordinate the development of the EV Challenge with local stakeholders as part of the DNC Legacy Program to bring the traditional EV Challenge program to local high school in the CCFC region.</i>
	Organize and host cross-regional workshops	<i>EV Forum on Community Readiness (Mooresville); Ford Power of Choice workshop; NC PEV Taskforce Quarterly meeting</i>
	Improve and expand partnerships and clean corridors with statewide coordinators, Southeast NGV Corridor Group, SEDC, SEAFTF, NAFA, and relevant business groups	<i>Planning NC coordinators retreat; NC CNG task force participation; Remain attuned to SEDC activities; Supported EV industry partnership meeting at DesignLine Bus</i>
	Implement United Soybean Board funded project in coordination with Triangle Clean Cities and Clean Fuel Advanced Technology (CFAT) program with NC Solar Center	<i>Two (2) USB projects and CFAT grant have been successfully completed and closed out, allowing continued promotion of soy based biofuels and soy biobased product use in North Carolina. Soybeans are one of North Carolina's top agriculture commodities and are farmed in 99 out of the state's 100 counties including all within CCFC's region.</i>
ORGANIZATIONAL GROWTH TARGETS		
	<i>Budget and Staff:</i> Continue with two Coordinator model. Budget for next two years is well established through grants (Carolina Blue Skies, CFAT II program, DOE funding sources including NC PEV Readiness Initiative: Plugging from Mountains to Sea and LTI	<i>Anticipate continuing Co-coordinator model, however, emergence of CONNECT program will require new staffing arrangements/considerations and opening up new funding opportunities will be elevated in importance.</i>

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	Programmatic Support). Need to start seeking funding for program after this time horizon.	
	<i>Board and/or committee member development/recruitment:</i> Need to continue to identify most active individuals and organizations	<i>Relatively little activity has taken place in this area and has emerged as a top priority for the coming year.</i>
	<i>Stakeholder/fleet recruitment efforts:</i> Continue efforts to add fleets as stakeholders	<i>Ongoing and active; database management and systems implementation will be important to maximize effectiveness here</i>
	Relationship building with key regional partners: Initiated a Regional Electric Vehicle Advisory Committee (REVAC) around regional PEV readiness planning. This group included membership from the region's major electric utility, county code officials, the fire marshal, PEV related manufacturers, large municipalities, education institutions, private sector firms, and car dealerships	<i>M2S project has continued and augmented these relationships to include local involvement in the creation of both North Carolina's statewide PEV readiness plan and the greater Charlotte regional PEV readiness plan; Continue to support national Clean Cities Coordinator partners through Mentoring Program relative to organizational structure and program development (Baton Rouge, Honolulu, Capital District (NY))</i>
	Continue to seek opportunities to link up with business groups (chambers of commerce, NAFA, industry groups)	<i>Participated on HTUF conference planning committee and leveraged NC PEV task force meeting at the conference. Leveraged M2S Project Work with Policy Research being conducted by the Pew Charitable Trust to create a Policy-Roundtable Event for the state. Leveraged M2S Project Work in partnership with the NC Dept. of Commerce and NC PEV Taskforce to begin the creation of a NC PEV Industry Group.</i>
	Continue to network and collaborate with Centralina Economic Development Commission and other partners to assist possible producers and distributors in region, as opportunities arise	<i>Leveraged existing relationships and stakeholder groups within the Economic Development Community to provide platforms for communicating opportunities surround alternative fuels and transportation technologies including but not limited to a PEV readiness presentation to the Mooresville South-Iredell Economic Development Corporation (MSIEDC).</i>
	Identify common goals with air quality agencies where common goals exist (e.g., fleet analysis project). For example, during the 2011 ozone season, the CCFC collaborated with two regional air quality agencies to develop an idle reduction campaign. The CCFC plans to do the same for ozone season 2012	<i>The CCFC was not able to collaborate on an idle reduction campaign in 2012, however, has integrated its work with the CONNECT Air Quality Working Group and continues to participate in the Envision Charlotte Air Quality model program development effort.</i>
FUNDRAISING EFFORTS		
	Continue to grow relationships with the region's educational institutions (e.g., UNC Charlotte, Central Piedmont Community College, Catawba College Center for the Environment, and others)	<i>CCFC staff presented alongside UNCC staff at the Biofuels Center of NC on opportunities for brown grease as a biodiesel feedstock.</i>
	Assess implementation adopted fee schedule for stakeholders	<i>Ongoing, sponsorship model is emerging as best option</i>

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	Seek private sponsorships/partnerships for events, projects, etc.	<i>Discovery Place, Ford, Duke Energy, Eaton Corporation, Clean Energy, Roush Propane, and others have all contributed to support this goal</i>
	Evaluate grant writing as a paid service	<i>No significant progress</i>
COORDINATOR/COALITION TRAINING ACTIVITIES		
	Marketing or social networking class targeted at Clean Cities Coordinators	<i>Staff has participated through Clean Cities Workforce Development Intern offerings</i>
	Public speaking and communication skills	<i>Staff has attended Authentic Speaking training</i>
	LEAN process training (workplace efficiency optimization)	<i>Staff has participated in organizational LEAN "events" and can apply these tactics learned to CCFC processes</i>
	Grant administration courses	<i>No specific action taken</i>
	Board involvement and engagement training	<i>No specific action taken</i>
	Continue taking Clean Cities University online courses	<i>Ongoing</i>
	Continue to represent CCFC at regional and national conferences – Annual Coordinator Retreat, Regional Coordinator Meeting, Energy Independence Days, and others that may arise	<i>Attended Dallas Peer Exchange (11/2011), Energy Independence Days (3/2012), EVS26 (5/2012), Assoc. for Commuter Transportation International Conference (8/2012), SE Gov't Fleet Managers Assoc. (9/2012), NC American Planning Assoc. Annual Conference (9/2012), NC Sustainable Energy Assoc. Annual Conference (10/2012)</i>

Goals and Objectives for the Upcoming 12-Month Period (2012-2013)

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.

I. Increasing AFVs and/or Advanced Technology Vehicles

○ *Short term:*

- 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
- Continue support of CNG vehicle and fueling growth in the greater Charlotte region, seeking to support the addition of 1 new publicly available CNG fueling facility.
- Continue to encourage and assist in the development of partnerships between fleets and suppliers, assisting with addition of a combined 20 new propane vehicles at fleets located at or near the Charlotte airport
- Seek vendor participation in an effort to educate fleets on new technology, having such a presentation at 50% of CCFC's Core Stakeholder meetings
- Seek out innovative education opportunities for fleets on new technology, specifically focusing on CNG refuse hauling applications given the CCFC's recent addition of 6 new CNG refuse trucks by stakeholders.

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- Seek support for and implement key recommendations of Regional and Statewide PEV Readiness plans currently being finalized, requesting endorsement by all four (4) Council of Government Boards, representing each of the four regions included in North Carolina's PEV Readiness Initiative
- *Long term:*
 - Integrate and leverage demonstration projects and success stories into education and outreach efforts for fleets, adding twelve (12) new ideas to our success story database
 - Continue to initiate/facilitate networking workshops to bring together alt fuel vehicles with fleet owners, utilizing CNG task force meetings specifically with this goal in mind
 - Explore collaborative opportunities to simultaneously support multiple fleets (2 or more) through management systems relative to reducing fuel and operation costs and improving efficiencies, starting with municipal operations

II. Increasing Alternative Fueling Infrastructure

- *Short term:*
 - Continue to promote electrification and fuel infrastructure projects through various funding sources with an initial focus on communicating to local jurisdictions the top 3 areas in the region in need of public infrastructure based on input received through our Readiness Planning
 - 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.
 - 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.
- *Long term:*
 - Continue education and outreach to retailers and fleet managers on the benefits, costs and logistics of fueling infrastructure, leveraging at least one (1) planned CBS training activity occurring in our region
 - Explore opportunities to develop or initiate a regional/statewide *Alternative Fuel and Advanced Technology Vehicles Readiness Plan* for at least one (1) new fuel (aside from electricity) that conveys the principles learned and implemented through PEV readiness leadership to other alternative fuels
 - Seek support for and implement key recommendations of Regional and Statewide PEV Readiness plans currently being finalized
 - Explore collaborative opportunities to support multiple fleets through management systems relative to reducing fuel and operation costs and improving efficiencies, with initial approaches being made with municipal operations, understanding how such a system can be implemented and managed by CCFC staff or stakeholders in the next 3-5 years

III. Organizational Growth Targets

- *Budget and staff:*
 - 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 NC PEV Readiness Initiative: Plugging from Mountains to Sea and LTI Programmatic Support).

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- Due to CONNECT program emergence, staffing arrangements will be up for consideration
- New and diverse funding for the program after this time horizon will be critical – see funding efforts below.
- *Board and/or committee member development/recruitment:* This item will be a top priority in the coming year, starting with identifying the most active individuals and organizations and filling all 21 Core Stakeholder positions with actively engaged members, as measured by attendance at Core Stakeholder meetings.
- *Stakeholder/fleet recruitment efforts:* Continue efforts to add fleets as stakeholders, having a single database management system that 100% of staff understands and can operate by October 2013
- *Territory expansion efforts:* None
- *Relationship Building with key partners*
 - Continuation of Regional Electric Vehicle Advisory Committee (REVAC) around regional PEV readiness activities (membership includes the region’s major electric utilities, county code officials, fire marshals, PEV related manufacturers, large municipalities, education institutions, private sector firms, and car dealerships); Support for Piedmont Triad Regional Council as new alternative fuel efforts emerge; NCSEA, especially around policy issues of mutual interest in coming 2013 NC legislative session
 - Continue to seek opportunities to link up with business groups such as chambers of commerce, NAFA, industry groups, E4, and others
 - 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
 - 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.
 - 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 2013
 - 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
 - Make results and success more visible to general public. Develop at least one (1) website portal or other digital platform that can collect project seed ideas

IV. Education and Outreach Activities

- *Individual – Short term:*
 - 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 in the Spring of 2013 relative to policy, codes, standards, or safety.
 - Optimize connection between motor sports (e.g., NASCAR, Indy Car Racing, Roush, Penske, Petty’s Garage, UNC-Charlotte program, etc.) and alternative fuels
- *Individual – Long term:*

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- Continue to offer both technology-based and implementation workshops and events to better inform our region’s fleet managers in the changing landscape of clean fuels, including at minimum the hosting the NAFTA AFV Day Odyssey event bi-annually in our region
 - Collaborative – Short Term/Long term:
 - Implement at least one (1) new partnership related to past successes that include United Soybean Board funded projects in coordination with Triangle Clean Cities and Clean Fuel Advanced Technology (CFAT) program activities with NC Solar Center
 - Continue supporting seven (7) CCFC project partners under the Carolina Blue Skies and Green Jobs Initiative, ensuring that 100% of the partners are afforded access to at least one (1) training opportunity

V. Coalition fundraising Efforts

- Core Stakeholders make a go/no-go decision on the implementation of a sponsorship based program for stakeholders by October of 2013
- Unless otherwise prohibited, seek out private sponsorships/partnerships for 100% of the Coalition’s events
- Set up sub-committee of the Core Stakeholder Group to explore the offering of grant writing and fleet evaluation/feasibility analyses as paid services, using stakeholders and/or CCFC staff to conduct such work—report back next steps to Core Stakeholders by the summer 2013
- See further details on expected mix of funding sources Section IV: Budget And Resource Allocation Plan

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.

2012–2013 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 2012; January 2013; March 2013; May 2013; July 2013; Sept 2013	<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
NC PEV Initiative: Plugging in from Mountain to Sea – Business and Community Education Forums and/or Workshops	TBD; Q5 2012 – Q7	<ul style="list-style-type: none"> • First Responders • Police/Fire • Wrecker svcs/AAA • Fleet mgrs. • Code officials • Elec. contractors and inspectors • Elected officials 	<ul style="list-style-type: none"> - Could include: Events to communicate availability of PEV readiness plans and how members of the target audience can best utilize them as a resource.

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		<ul style="list-style-type: none"> • PEV industry group(s) • Academic institutions 	
NAFTC's AFV Day Odyssey	Early November 2012	<ul style="list-style-type: none"> • Stakeholders • Fleet managers • Students • General public 	<ul style="list-style-type: none"> - AFV displays - Info about AFVs - Emissions and air quality - Displays about participating companies
Carolina Blue Skies Training event	TBD; Q1 – Q2 2013	<ul style="list-style-type: none"> • Stakeholders • Fleet managers • Elected officials • Students • General public 	<ul style="list-style-type: none"> - To educate stakeholders and the public about CBS projects and how they benefit the region. This workshop may focus on PEVs or CNG – TBD
Refuse haulers workshop	2013	<ul style="list-style-type: none"> • Stakeholders • Fleet managers • Vehicle maint. sector 	<ul style="list-style-type: none"> - Current advanced technologies - Success stories - Funding opportunities
Mobilizing NC Conference	Q2 – Q3 2013	<ul style="list-style-type: none"> • Stakeholders • Fleet managers • Elected officials • Students • General public 	<ul style="list-style-type: none"> - Current advanced technologies - Success stories - Funding opportunities

2012–2013 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 2012; Q1, Q2, Q3 2013	Contact fueling station owners and send fuel pricing info to Dustin Stromski by the set deadlines
Maintain and update website at www.4cleanfuels.com and www.go4PEV.org	Ongoing	Keep website up to date with recent event, news, resources, and grant announcements; collect new stakeholder registrations
Annual Report Data Call to Stakeholders	January 2013	Survey input from stakeholders on vehicle counts and petroleum reduction efforts for inclusion in the annual survey
Attend a Clean Cities event or conference	Q4 2012 – Q3 2013	Travel to Peer Exchange or another conference deemed appropriate
Conduct Fleet Outreach	Q4 2012 – Q3 2013	Connect with new or existing fleets to expand AF use and education
Input Annual Report Information into DOE database	March 2013	Upload all coalition information into database by mid-March deadline
Provide updates on AFV refueling site	Q4 2012 – Q3	Make sure that the AFDC site is kept up to

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openings, closings and status changes	2013	date with the region’s station openings and closings
Engage in Communications and Outreach Activities	Q4 2012 – Q3 2013	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 2012 – Q3 2013	Organize stakeholder meetings and outreach/training events
Participate in monthly regional coordinators call	Q4 2012 – Q3 2013	Participate in monthly SE Coordinators calls
Coalition Support Contract First Reporting Period Invoice	April 30, 2013	Submit invoice for first half of coalition support contract by the established deadline.
Annual Operating Plan	September 2013	Submit updated annual operating plan to Regional Manager in accordance with coalition support contract deadline
Participate in Training or Planning Activities	Q4 2012 – Q3 2013	Assist in CCU course development/best testing, participate in Clean Cities retreats planning, etc.
Coalition Support Contract Final Reporting Period Invoice	October 31, 2013	Submit invoice for second half of coalition support contract by the established deadline.

2012–2013 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	September 2012	Colorado
Energy Independence Summit	Feb/March 2013	Washington DC
NC PEV Taskforce Quarterly Meeting	March 2013	TBD
NC PEV Initiative: Plugging in from Mountain to Sea—Merit Review	May 2013	Washington DC
ACT Expo	June 2013	Washington DC

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
 - LEAN process training (workplace efficiency optimization)
 - Grant administration courses
 - Board involvement and engagement
 - Communications and/or Marketing Plan development
- 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, 2013 and on into the start of our FY14. Ongoing grant programs that will provide funding and demand attention include the DOE funded Carolina Blue Skies and Green Jobs Initiative and Mountains to Sea PEV Readiness Planning projects, regional administration of the CFAT III grant led by the NC Solar 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 Solar Center and is set to commence in the winter of 2012-13. These CCFC will be able to educate the public and regional fleets on the 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.

Carolina Blue Skies & Green Jobs Initiative (CBS)

The Coalition continues its work on the largest project since its inception: The CBS, an ARRA funded program, will provide grant administration dollars for CCFC staff as well as grants for regional fleets to purchase advanced technology vehicles and alternative fueling equipment. Of the \$12.9 million bi-state (NC/SC) grant, over \$2 million will come directly to the greater Charlotte region. Regional project partners include Duke Energy, City of Charlotte/Airport, Frito Lay, Time Warner Cable, God Bless the USA, Inc., and Monroe Oil. A major point of emphasis in the coming year will be around an entire range of training for these partners.

NC PEV Initiative: Plugging in from Mountain to Sea project (M2S)

M2S planning document development will be coming to an end in 2012, with an anticipated merit review in May of 2013. This work will allow for the continuation of the Regional Electric Vehicle Advisory Committee and the Go4PEV.org website. As mentioned above, on September 8, 2011, CCOG and the CCFC officially were notified as the lead applicant for the proposal entitled "North Carolina PEV Readiness Initiative: Plugging in from Mountains to Sea" that our project was selected for award negotiation. The project is one of 16 included in DOE's \$8.5 million Clean Cities' Community Readiness and Planning for Plug-in Electric Vehicles and Charging Infrastructure initiative. This project support regional and statewide planning for PEV and charging infrastructure. CCOG – representing the State of North Carolina – is administering \$500,000 in federal funding for the project that focuses on the four most populous regions of the state. Project partners include: Triangle J COG (greater Raleigh/Durham region), Land of Sky Regional Council (greater Asheville region), Piedmont Triad Regional Council (greater Winston-Salem/Greensboro region), North Carolina Solar Center, Advanced Energy, Duke Energy, and Progress Energy. The project's implementation period is 18 months with five PEV readiness documents for the state and four regions within, being published in December 2012.

Clean Cities Mentoring Program

CCFC staff continues to serve as one of five coalitions across the national US Department of Energy Clean Cities network to provide mentoring services, now extended over three years to the fall of 2013. Our focus is around organizational structure and partnership development. CCFC was paired with the Greater Baton Rouge, Honolulu, and Capital District (NY) coalitions in 2011-12.

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.

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Funding Sources and Staffing

Staffing support expectations for the CCFC are outlined in the below table. This assumes a full time equivalent staff person works 2080 hours annually and that all time is billed out at an average grant rate (accounting for salary, fringe, and customary overhead/indirect costs), as specified. Further, for the purposes of this plan, the estimates here account for a November 2012 to October 2013 “year” although our parent organization, Centralina Council of Governments, is typically tied to a July to June fiscal year.

Title	Name	Grant Rate	FTE %	Hours	Cost
Clean Cities Coordinator	Jason Wager	\$83	40.0%	832	\$ 69,056
Clean Cities Co-Coordinator	Emily Parker	\$54	20.0%	416	\$ 22,464
M2S Project Administrator	Sean Flaherty	\$54	60.0%	1,248	\$ 67,392
Clean Cities Workforce Intern	Michelle Martinez	n/a	15 hrs/week	2 semesters	\$ 5,000
Total				2,946	163,912

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 2011 through October 2012 and is based on information known at the time of this plan’s development.

Source	End Date	Amount \$ Available 11/2011-10/2012
Clean Cities Mentoring	September 2013	\$12,000
Clean Fuel Advanced Technology	September 2012	\$14,000
M2S Project	September 2012	\$30,000
Clean Cities Support Contract	October 2012	\$23,000
Carolina Blue Skies and Green Jobs Initiative	April 2014	\$80,000
Clean Cities Workforce Intern	May 2012	\$5,000
Total		\$164,000

This table assumes Mentoring activities that are yet to be finalized through work order. Effectively the expectation is that staff will be heavily focused on CBS training activities and being engaged in significant activities related to the newly funded CONNECT 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, wrapping up PEV planning activities, re-starting work on CFAT III, and fulfilling any new mentoring requests.

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 is exploring 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”

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2. Standard grant opportunities as appropriate
3. Implementation of an annual “sustaining sponsor” program
4. Support of and involvement in alternative fueling operations that could yield royalty payments for the coalition, and
5. 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. We believe we will continue to be a critical part of the “Charlotte: The New Energy Capital” initiative and know that our impact will be multiplied through our connection to an incredible national Clean Cities network.