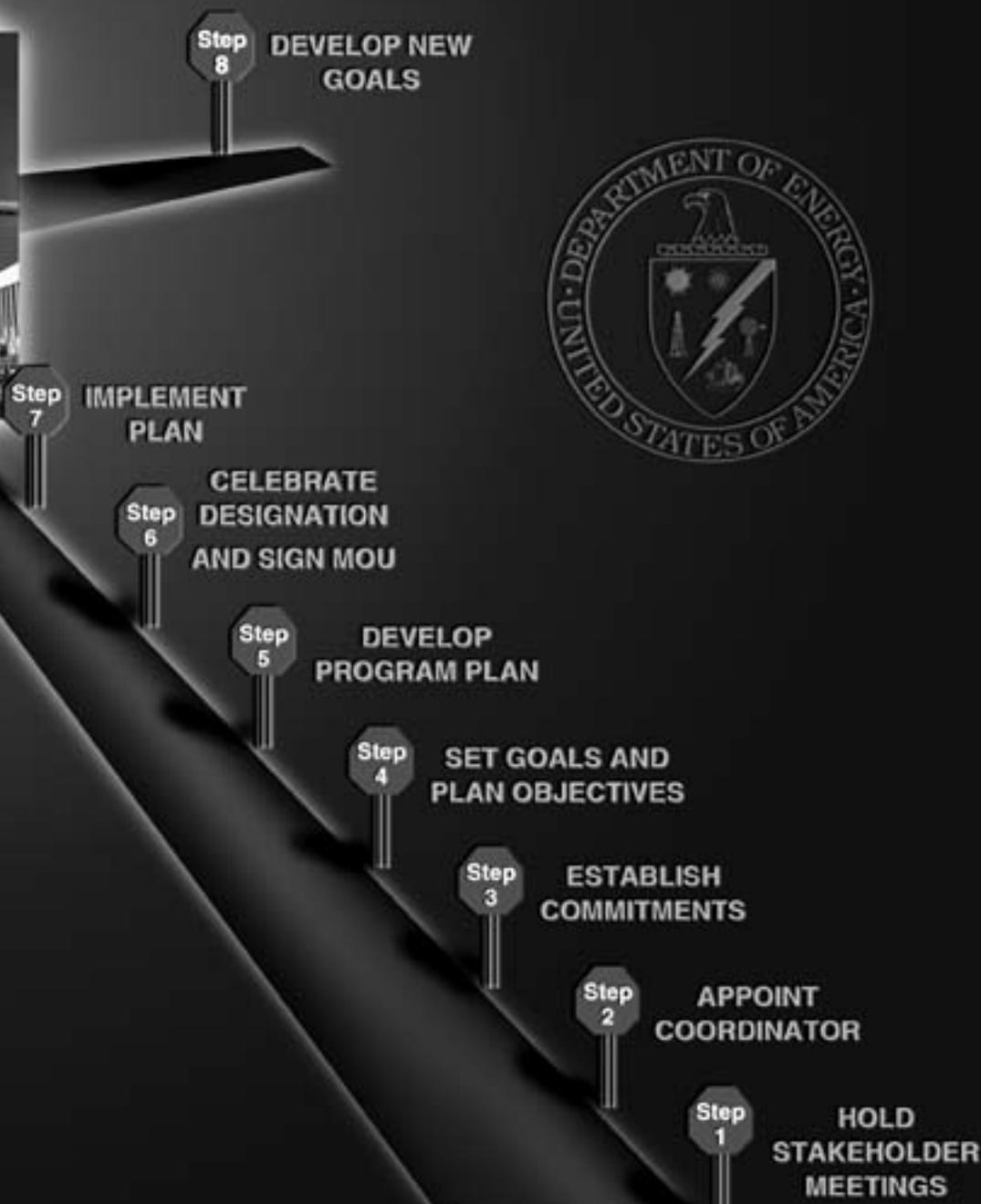
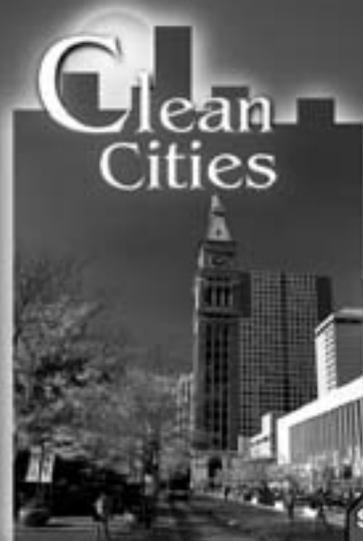


U.S. DEPARTMENT of ENERGY

# CLEAN CITIES ROADMAP

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

August 2001



Alternative Fuel  
Information Series

**An Official Publication of the Clean Cities Network and the AFDC  
From the Office of Energy Efficiency and Renewable Energy**

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For more information:

- Call the Clean Cities Hotline at 1-800-CCITIES
- Visit the Clean Cities Web site at [www.cities.doe.gov](http://www.cities.doe.gov)
- E-mail the Clean Cities Hotline at [ccities@nrel.gov](mailto:ccities@nrel.gov)

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Energy Efficiency and Renewable Energy  
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## ***Welcome to Clean Cities***

Congratulations on taking your first step on the road to Clean Cities! This roadmap explains how your community can join forces with the nationwide network of Clean Cities to increase the use of alternative fuels and alternative fuel vehicles (AFVs). You will learn how the U.S. Department of Energy (DOE) can help your community build a coalition, set goals, and foster the necessary commitments for successful AFV market development. *The Roadmap to Clean Cities* walks you through the program plan development process and steps to Clean Cities designation.

But designation is not our final destination—our ultimate goal is an independent, clean, safe, and sustainable national energy market. The key to our success is your coalition’s durability, which relies on a strong foundation and a detailed action plan that outlines your stakeholders’ commitments to develop the local AFV market.

We hope you find *The Roadmap to Clean Cities* a helpful resource for developing, implementing, and sustaining your Clean Cities coalition. You also have your DOE regional Clean Cities staff and a nationwide network of Clean Cities stakeholders with a wealth of experience to help guide you through the process. Each of these resources can offer important recommendations to ensure your program’s success, but your community will need to tailor its approach to reflect your local circumstances. If you have questions or need more information, the toll-free Clean Cities Hotline, 800-CCITIES and Web site, [www.ccities.doe.gov](http://www.ccities.doe.gov), can provide you with up-to-date information about the program and what other coalitions are doing around the country. You can also find fact sheets, case studies, and other alternative fuel and vehicle information on the Alternative Fuels Data Center Web site, at [www.afdc.doe.gov](http://www.afdc.doe.gov).

## I. PROGRAM INTRODUCTION

### **What is Clean Cities and why is it important?**

Nowhere in the world is the value of the automobile and the importance of transportation more recognized than it is right here in the United States. The transportation sector has an enormous impact on our economy, our nation's energy security, and our environment. Every year we increase our dependence on imported oil, which increases the trade deficit and undermines our national security. Moreover, vehicle emissions are the single largest contributor to air pollution in many communities, making our air unhealthy to breathe and increasing our health care costs.

DOE is committed to energy use in America's transportation sector that is more efficient, less dependent on foreign sources, environmentally friendly, sustainable, and safe. Alternative fuels contribute to that vision. DOE's Clean Cities Program, designed to achieve the objectives established by the Energy Policy Act of 1992 (EPACT), supports local, voluntary, public-private partnerships that deploy clean AFVs and build the associated alternative fuel infrastructure. EPACT identifies alternative fuels as biodiesel, electricity, ethanol, methanol, natural gas, and liquefied petroleum gas (propane).

The Clean Cities Program has the following three primary goals:

1. One million AFVs (using alternative fuel) on the road by 2010
2. One billion gasoline gallon equivalents/year used in AFVs by 2010
3. 75% self-sustaining Clean Cities coalitions by 2005

\* The Clean Cities Strategic Plan (2001) provides more information on program goals and overall strategies. For a copy, please visit the Clean Cities Web site at [www.ccities.doe.gov/pdfs/ccstrategic.pdf](http://www.ccities.doe.gov/pdfs/ccstrategic.pdf).

### **How does Clean Cities work?**

A Clean Cities designation is not a rubber stamp denoting a city or community as "clean." Rather, it recognizes a coalition that is working to strengthen our nation's energy security, improve air quality, and stimulate the local economy by creating new markets. Clean Cities is founded on the principle that our nation's objectives are best accomplished by motivated individuals working together to reach a common goal. That's why Clean Cities is voluntary, and that's why Clean Cities encourages teamwork. Building on local initiative, Clean Cities focuses and coordinates the activities of both public and private sector AFV proponents by providing a forum for investigating opportunities for joint projects, leveraging scarce resources, collaborating on public policy, and cooperating to promote the benefits of AFVs in their communities. Although the program is voluntary, communities that wish to become an official member of the Clean Cities network must meet certain requirements. These requirements, which are outlined in the following pages of the *Roadmap*, provide a format that ties the activities of the many local coalitions into a cohesive national program with the ability to achieve national goals.

As the program has matured and expanded, the nation's Clean Cities have become recognized as local market places where people can gather to learn what's required, what's available, how to purchase an AFV, and where to refuel it—in other words, all of the transactions necessary for a

market to develop. Nearly 80 coalitions were designated during the program's first seven years. As of May 2001, Clean Cities' 4,400 stakeholders operate thousands of AFVs that collectively displace approximately 102 million gallons of petroleum and lower emissions by 19,000 metric tons each year. The road to a sustainable alternative fuel market is long, but the program has made significant progress, and as each Clean Cities coalition grows and succeeds, we take another step forward on our journey.

### **Why should my community join Clean Cities?**

The Clean Cities Program supports and sets a framework for communities interested in developing a market for alternatives to gasoline and diesel. It provides tools—such as fund raising, grant writing, and market development training, a host of alternative fuel publications, and a Web site that features AFV success stories, a guide to AFV product offerings and alternative fuel incentives and laws, and a variety of links to other AFV sites. The program offers competitive funding to designated coalitions to support local AFV and alternative fuel infrastructure projects. It brings public recognition to local stakeholders, recognizing them as community champions for their efforts to improve local air quality and promote national energy independence. And it creates networking opportunities to connect various AFV interests and build partnerships.

While DOE provides the guidance and support along the way, each coalition is responsible for building a market foundation, forming its own group of stakeholders, holding meetings, identifying a coordinator, defining goals, and developing an action plan to achieve those goals. The process requires the active participation of stakeholders and often involves up to 18 months of work—but the rewards make the challenge worthwhile.

The network of Clean Cities and DOE work together to:

- **Facilitate alternative fuel vehicle production**  
By making specific commitments to acquire AFVs over the next several years, Clean Cities stakeholders are building nationwide demand for these vehicles, which helps as auto manufacturers meet challenges to develop market-driven production lines.
- **Expand refueling infrastructure**  
Concurrent with Clean Cities' expansion of the AFV market, the program builds on fuel supplier commitments to provide the necessary infrastructure for AFV service and increase the accessibility of refueling stations to a larger market.
- **Support regulated fleets**  
Fleets covered by EPACT must meet certain annual AFV purchasing mandates for new vehicle acquisitions. Clean Cities provides an opportunity for mandated fleets to work in partnership with other local AFV interests and collaborate on projects to help them meet their requirements.
- **Create new jobs and commercial opportunities**  
Increasing the use of alternative fuels and AFVs can benefit the economy in many ways. Developing new technologies and products, increasing crop (feedstock)

production, and expanding alternative fuel infrastructure will create commercial opportunities, new products, businesses, and new jobs nationwide. New jobs and development of new training programs to support those jobs will help to maintain our nation's technically advanced workforce.

- **Advance clean air objectives**

The Clean Cities Program advances the objectives of the Clean Air Act Amendments, integrating air quality improvement issues into each coalition's local agenda and action plan.

- **Increase public awareness**

Clean Cities will pursue an active public education and media outreach campaign to ensure that citizens are aware of the benefits of using alternative fuels over gasoline and diesel.

- **Provide greater fuel choices**

The variety of fuels allows each Clean Cities coalition to choose the alternative fuels that best serve its local community and economy. This choice gives local residents and businesses an opportunity to use the fuels that provide them with the best fuel performance, reduced emissions, and financial incentives.

- **Develop "clean corridors"**

Clean Cities recognizes the importance of developing a transportation infrastructure that enables travel from state to state and across the country. Therefore, *once your coalition has been established and a strong local market foundation has been built*, the next logical step is to "connect the dots"—develop clean corridors that link existing Clean Cities coalitions and enable regional transit using alternative fuels.

- **Comply with legislation/regulations**

In addition to meeting the local goals of communities throughout the nation, all of the Clean Cities activities described above have been designed to fulfill the requirements of legislative and executive directives, including:

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

### **What does the program do?**

Clean Cities works directly with local businesses and governments to shepherd them through the coalition-building, goal-setting, and commitment-making processes necessary to build a viable alternative fuels market. Then, by sharing local innovation from coalition to coalition along the Clean Cities network, relating local problems to state and federal objectives, and providing

continuous feedback to more than 4,400 industry and government stakeholders, Clean Cities can continually pioneer innovations and aspire to affect national as well as local achievements.

Upon designation as an official Clean Cities coalition, DOE monitors the performance of each Clean Cities coalition (monitoring and reporting system will be discussed further in a following section). **Creating an alternative fuels market is a long-term process.** Accordingly, Clean Cities must be an enduring program that will assist communities to continually promote alternative fuel agendas. In support of each new Clean Cities coalition, DOE provides the following assistance:

- A federal advisor
- Program plan development and implementation guidelines
- Funding and grants, as available
- General assistance and materials for public relations and promotional activities
- Training for coordinators, fleet operators, and other participants
- A hotline/clearinghouse and Web site for technical and other information
- Information exchange workshops/national conferences
- Assistance in public education activities

Clean Cities designation **does not** guarantee federal funding. It does, however, mean **eligibility** for funding. Designated Clean Cities coalitions are eligible to compete for funds under DOE's State Energy Program Special Projects grants. DOE also offers workshops and materials to assist coalitions with fund raising and leveraging funds from both public and private sector sources.

## **II. THE DESIGNATION PROCESS...BECOMING A MEMBER OF THE CLEAN CITIES NETWORK**

The process of becoming a designated Clean Cities coalition is just that...a process. It takes time to gather the key market players, secure their commitments as stakeholders, develop an organizational structure, and determine goals and priorities—and all of that is before you start developing your program plan! Coalitions will often spend more than a year planning meetings, gathering the necessary stakeholder support, and building a market foundation before they submit a program plan. The program plan is essentially your “application” for Clean Cities designation. It is your market development plan and serves as a way for you to illustrate the support that has grown from the Clean Cities effort building in your community.

The bells and whistles of the designation ceremony come after your program plan has been approved by the national program staff. At the ceremony, you and the other coalition stakeholders solidify your commitments by signing a Memorandum of Understanding (MOU) (although it's a non-binding contract). The Clean Cities designation recognizes a coalition's demonstrated commitment to the use of alternative fuels and vehicles—it also publicly acknowledges the efforts of stakeholders, generates good PR, and increases the visibility of the coalition and alternative fuels.

## The road to Clean Cities

The following required steps will lead you to a Clean Cities designation:

### (1) Stakeholder meetings

Stakeholders are those entities that have a “stake” in the market and can facilitate the implementation of desired AFV programs. Having representatives of these entities participate early in the process is essential for garnering support and minimizing opposition. The most effective coalitions maintain a healthy balance of public and private sector participants, including city officials and local government representatives, state officials, fuel suppliers, automaker and local dealership representatives, private fleet managers, environmental groups, and local universities.

**\*Note\*** **Special emphasis must be placed on private sector fleets, as participation from “niche market” fleets is crucial to local AFV market development. At least twenty percent of your coalition’s stakeholders should represent private sector niche market fleets.** Niche market fleets can include taxis, local delivery fleets, school buses, transit buses, shuttle companies, and airport vehicles. Stakeholders should be identified and invited to participate in Clean Cities planning meetings—**a strong stakeholder and support base is critical to the success of your coalition.**

Stakeholders arrange the initial meeting, in coordination with DOE, by first identifying and then arranging for a meeting of transportation, energy, and environmental interests. They typically represent:

- Mayor’s office
- City energy and environmental offices
- State energy, transportation, and environmental offices
- Public sector fleet managers and operators
- Private sector fleet managers (with special emphasis on niche market fleets)
- Local utilities and fuel suppliers
- Vehicle and equipment manufacturing companies and local dealers
- Trade associations
- Locally based federal agencies, including DOE, GSA, EPA, USPS and DOT
- Vehicle technicians
- Vehicle training entities (universities, vocational educators, etc.)
- Environmental organizations and community groups

Initial meetings are held to learn the stakeholders’ perspectives and gather support; identify a program coordinator; identify the coalition’s goals and objectives; form a steering committee and working groups; and sort out assignments, commitments and specific responsibilities among stakeholders. **It is critical that stakeholders understand their role in the program development process and that programmatic success is driven by commitments to specific action items.**

## (2) The Clean Cities coordinator

The coordinator serves as executive director of the coalition and should be a responsible representative with ready access to community decision-makers (e.g., the office of mayor, city manager, chamber of commerce, etc.). He or she contacts and works closely with the DOE Regional Office (RO). Your Regional Clean Cities Program Manager can assist your coalition with program conception, outreach, implementation, ongoing operation, and identification of funding approaches. (See Appendix E, Points of Contact for DOE RO phone numbers).

**\* Note\*** To effectively implement the goals and objectives of the coalition, conduct the administrative requirements associated with membership, and meet the day-to-day challenges of coordinating a Clean Cities coalition, the coordinator should be a dedicated, full-time position. Funding the coordinator position is the coalition's responsibility. DOE does offer limited funding to support a coordinator or staff person through the State Energy Program Special Projects grants. This funding is available only to designated coalitions. Funds may also be obtained through private sector grant programs. If hiring a full-time, salaried coordinator is not feasible, excellent staff can sometimes be retained on loan from public or private sector entities. When borrowing staff or resources, you can avoid confusion by developing an explicit understanding of the length of commitment (months), the degree of commitment (the percentage of time allotted), and the lines of authority (who will manage the staff). If the position is not funded, the coordinator's employer needs to recognize and approve the scope of work related to the position.

## (3) The program plan

Behind every successful program lies a strategic plan. In this case, the Clean Cities program plan has several purposes. It characterizes the current local AFV market situation, including a description of what the coalition has done so far to jumpstart and develop the market. The program plan also outlines specific goals established by the coalition as well as a detailed plan of action steps, or objectives, that describe how each goal will be attained. **The program plan is the mechanism by which the individual stakeholders make specific commitments to purchase vehicles, invest in refueling infrastructure, provide AFV maintenance and service, educate the community about alternative fuels and AFVs, and participate as members of coalition committees, etc.**

The objectives are essentially a description of stakeholder activities and commitments that, once fulfilled, will help the coalition reach its goals—these individual commitments are the hallmarks of the Clean Cities Program.

A timeline is another essential element that helps to ensure that objectives are met and goals are attained. The program plan outlines your coalition's organizational structure, including working group or committee descriptions as well as the specific names of each working group member. Additional detail and a description of program plan criteria are included in the pages following this section of the *Roadmap*.

#### (4) **Program plan approval**

Your DOE Regional Clean Cities Program Manager is a valuable resource available to help you and your fellow stakeholders through the program plan development process. Once you have completed a final draft of the plan, it is officially submitted in hard copy to the RO for comment. If, upon a thorough review, your Regional Clean Cities Program Manager feels that your plan does not meet the program's criteria, he or she will return it to you with comments and/or suggestions and will work with you to resolve any outstanding issues. Once the revisions have been made, the DOE RO will submit the plan, in hard copy, for final approval to the national Clean Cities Program office at DOE Headquarters in Washington, D.C. Program plans must be reviewed by and receive the approval of the RO before they are submitted to DOE headquarters.

The review table used by Clean Cities Program staff to evaluate program plans is provided in Appendix A to ensure all petitioning coalitions understand exactly what is required for designation approval. We strongly encourage you to use this *Roadmap* as your guide and work closely with your DOE Regional Clean Cities Program Manager to develop your plan. **Please be aware that Clean Cities designation does not happen overnight—program plan development and approval can often be a long and involved process—coalitions often submit several drafts of their plan before it is approved for designation.**

#### (5) **Market foundation**

DOE has no plans to limit the number of designated Clean Cities—but it does not actively recruit new coalitions. Rather, it focuses its attention and resources to ensure designated Clean Cities remain strong and vibrant. It is also important to note that a Clean Cities designation recognizes not only a well-developed program plan, but also a coalition's demonstrated commitment to building the local AFV market. That demonstrated commitment means a certain number of AFVs (using alternative fuel) already on the road and a certain number of alternative fuel stations already operational.\* In more than seven years of Clean Cities experience, it has become clear that while the Clean Cities Program can help coalitions grow and thrive, a sufficient market foundation must already exist; otherwise the potential to successfully sustain a market is greatly diminished.

\* Each prospective Clean Cities region is different, which makes determining the exact numbers of vehicles and stations required for designation eligibility nearly impossible—ranges are based on population and geographic size (please call your DOE Regional Clean Cities Program Manager with any questions).

#### (6) **Memorandum of Understanding**

The completed and approved program plan outlines the coalition's goals and stakeholder commitments. A Memorandum of Understanding (MOU) between the community, coalition, stakeholders, and DOE "certifies" the commitments and goals stated in the program plan. DOE will provide a standard MOU used by Clean Cities coalitions after your program plan has been submitted and you are nearing approval for designation. A sample MOU is provided in Appendix C for reference. The MOU is signed at the

designation ceremony and is then included as an addendum to the program plan. An MOU is not a binding contract. It cannot be used to obligate or commit funds, nor can it serve as the basis for the transfer of funds.

**(7) Designation Ceremony**

If we compare the Clean Cities Program to a road trip, then completing the program plan is like choosing your destination and the routes you will take to get there. Once your program plan has been approved by DOE headquarters, your coalition can start planning the ceremony to commemorate and recognize its designation. Selecting a designation event date cannot be done until your program plan has been approved by DOE; it should be a joint effort between your coalition and DOE to maximize the opportunity to invite high visibility speakers and participants.

The style of the designation is up to the coalition. It's your celebration, so you and your fellow stakeholders determine the event location and its size. Many coalitions will hold their designation ceremony in conjunction with another conference or event to maximize attendance. Some have had as many as 400 attendees and featured such side events as an AFV exposition, luncheon, and live musical entertainment. Others have been a more intimate affair of less than 30 attendees gathered at an alternative refueling station in town—it's up to you.

The event agenda usually consists of speeches from invited participants, followed by the official designation presentation by the presiding DOE representative. Suggested designation ceremony participants include members of Congress, the governor, the mayor, stakeholders, local elected officials, high-level representatives from DOE, and business and industry leaders from the community. The DOE presiding official makes remarks, adds the new city's name to the Clean Cities map, and presents a Clean Cities plaque (usually to the mayor), officially designating the area a member of the program. The DOE official will also sign the MOU with stakeholders at the ceremony and present each one with a Clean Cities certificate. In addition to designation ceremony speakers, attendees typically include stakeholder organization representatives; local and state government officials; local business, environmental and industry leaders; and the media.

Appendix D contains the Designation Event and Background Information Request Sheets that each coordinator must submit to DOE headquarters to help prepare the DOE presiding official for the event.

**Looking beyond your Clean Cities designation...implementing your program plan**

The work doesn't stop after your Clean Cities designation! The *ceremonial* event is just one stop on your road to Clean Cities. The implementation phase is where you reap the rewards of all of the planning and time spent developing your program plan. Your journey continues as you follow through with your objectives, achieve the goals outlined in your program plan, and work to develop your local and regional AFV market.

### III. CLEAN CITIES PROGRAM PLAN DEVELOPMENT

#### **Behind every successful organization, there's a strong strategic plan...**

Once the preliminary steps (described above) have been taken and the key market players have been assembled, you're ready to start working on your program plan. The program plan is the guiding force of the coalition. It is developed by stakeholders and the coordinator so everyone involved understands and agrees on the program's goals and how they will be accomplished. Coalitions without an adequate program plan will not be designated into the National Clean Cities Program. Because the program plan is so critical, detailed instructions and criteria are provided below, as well as in a checklist in Appendix A of this document. This checklist is used by national Clean Cities staff to evaluate incoming program plans and is provided as a guide to help you ensure that your plan meets the Clean Cities criteria. These instructions are also available electronically on the Clean Cities Web site: [www.ccities.doe.gov/pdfs/roadmap2001.pdf](http://www.ccities.doe.gov/pdfs/roadmap2001.pdf)

#### **The program plan**

As the core of any Clean Cities coalition, the program plan provides an opportunity for your community to create its own approach to achieving Clean Cities goals. Moreover, a comprehensive program plan fosters better program implementation and management, enabling stakeholders to specify and complete program objectives.

The following is a description of the primary sections of your Clean Cities program plan—the “bigger picture” elements that should be considered:

- A. Local background**
- B. Goals, objectives, and timelines section**
- C. Organizational structure/contact information**

#### **A. Local background**

The local background should include the following five elements:

1. Area description/coalition snapshot – This part of the local background section is your coalition's opportunity to talk about itself. Tell us about your city. What makes it unique? Please include geographic and population information. In terms of the local Clean Cities effort, be sure to include how your coalition was formed. What sparked local interest in the Clean Cities Program? Who are the key market players or primary stakeholders? What are the fuels of choice in your area? Are there alternative fuel industry companies headquartered in your city? Do any local schools offer alternative fuel training programs? Give us a general description of the local AFV market situation. What kinds of alternative fuels activities have taken place? What has your coalition done to help jumpstart the AFV market? Please describe your successful projects. Use this section as your chance to boast about all the great activities going on in your area to help jumpstart the AFV market.

***Helpful Hint:*** Write this section under the assumption that we know little about your community (with so many activities and events happening in cities across the country, it's hard to keep track of all of them). Tell us everything!

2. Energy Policy Act/Clean Air Act Amendments – Unless you plan to use your program plan as a recruitment tool or AFV primer (which some coalitions do), you do not need to describe what EPACT is, just how the law applies to your Clean Cities coalition. Are fleets in your area subject to EPACT mandates? *A Guidebook to the U.S. Department of Energy’s Alternative Fuel Transportation Program for State and Alternative Fuel Provider Fleets* (the “blue book”), available through the Clean Cities Hotline, can help you determine which fleets in your area are subject to EPACT mandates. Be sure to identify in your plan which stakeholders in your coalition, if any, are covered by the rule. This is most easily done on the AFV summary chart (to be described later). **It is important to note that if any stakeholders in your coalition are subject to EPACT AFV acquisition requirements, they must be in compliance with the rule; we cannot approve your coalition for designation until they are in compliance.**

If you have any questions about EPACT compliance, please contact your DOE RO.

In terms of the Clean Air Act Amendments of 1990, the same rules apply. You do not need to describe the purpose of the act or the amendments—simply focus on how the law applies to your region and your Clean Cities coalition. Is your city an attainment area or non-attainment area, and for which criteria pollutants, and at what level? Is there a history of non-attainment or was your city recently designated a non-attainment area? What, if any, programs are in place to help your city achieve attainment status?

3. Local/state laws/incentives – What local or state laws are available to help promote AFV use or the development of refueling infrastructure in your area? Are there local or state incentives (financial or non-financial)? The Clean Cities Hotline and AFDC are excellent reference tools for information on legislation and incentives to promote the use of alternative fuels and vehicles. The Clean Cities *AFV Fleet Buyer’s Guide* Web site also contains the *Guide to Alternative Fuel Vehicle Incentives and Laws*, another very useful resource: [www.fleets.doe.gov](http://www.fleets.doe.gov).
4. Grants/funding – Has your coalition or any individual stakeholders applied for and received any grant money for alternative fuel projects? Identify the funding organization and describe the types of projects that have been financed with grant money and the status of these projects to date. Please also include background information on any other coalition fund raising efforts.
5. Current and projected AFVs/refueling stations – This section includes your AFV and alternative refueling/recharging site charts. Please also include a brief description of how the survey was conducted. Sample charts are included in Appendix B. The vehicle chart should include all area fleets you’ve identified that operate AFVs. All participating stakeholder organizations should also be included. Stakeholders that do not operate vehicles can be identified on the chart as such. All organizations subject to EPACT AFV acquisition requirements should also be identified on the chart. Please also identify, when possible, which vehicles are light-duty and which are medium or heavy-duty. The refueling/recharging site chart should include both stakeholder and non-stakeholder groups that operate and

maintain alternative refueling stations in your area. Also, please indicate if the stations are publicly or privately accessible.

## **B. Goals, objectives, and timelines**

1. **Goals** – As you develop your background section and quantify the local AFV market situation in your vehicle and station charts, you’ll acquire a better feel for the types of activities and projects necessary to overcome market barriers and spur development. It will also help you and the other stakeholders determine a set of goals for the coalition. Your Clean Cities goals are essential to your program plan, as they help define what you seek to accomplish and why, and give your organization its direction. Naturally, to maintain a cohesive nationwide network of Clean Cities, the goals you establish should support the national program priorities (listed on page 2). In order to reach our national goals, each Clean Cities coalition must grow by approximately 17% per year. Please keep this in mind as you develop your individual goals and plans to achieve them. Specific goal requirements are listed below and included in the program plan review table provided in Appendix A. Goals should be specific and measurable—for example, “To increase the number of AFVs on the road, using alternative fuel, by 75% by the year 2006.” Outlining the detailed action steps that describe exactly how coalition stakeholders plan to reach each goal is the next critical piece of the plan.

### **Clean Cities coalition goals *must* address –**

- ❖ Increasing the number of alternative fuel vehicles on the road in (your community)
  - ❖ Increasing the number of alternative refueling/recharging stations to support AFV use in (your community)
  - ❖ Recruiting new stakeholders (*special emphasis must be placed on increasing private fleet participation*)
  - ❖ Promoting incentives to increase alternative fuel use
  - ❖ Communicating Clean Cities messages to the public
  - ❖ Fund raising
2. **Objectives** – Once you’ve established the goals for your coalition, you need to determine how you can reach each one—this is the real “meat” of your program plan, the plan of action.

**\*\*Note\*\*      The objectives section is often a trouble spot for coalitions; many spend a lot of time revising their objectives to ensure they include the necessary detail.**

Your objectives should be *specific* and should identify which coalition stakeholders will be responsible for each action. The more detailed the objectives, the more specific your plan of action will be from very start, which will facilitate its implementation—when stakeholders move forward to implement the coalition’s ideas, each responsible party will know exactly what to do and how to do it. For each goal, your objectives should answer the “how?” question. “How will the coalition achieve this goal?” Objectives should start with commitments by individual stakeholders and include the specific actions assigned to individuals or groups of stakeholders in working groups.

*For example...*

- If your “Goal A” is to increase the number of AFVs on the road in your city by 75% by 2006, how will you do it? Who’s responsible for helping to make it happen? One objective could be that stakeholder #1 commits to apply for funding from the ABC grant program to help support the purchase of X number of AFVs for its fleet.
- If your “Goal D” is to develop a media outreach plan, how will you do it and which stakeholders will be responsible? Who will they work with to develop the campaign—are they media experts or will they have outside assistance? What are the basic elements of the campaign? Public service announcements? A Web site? A newsletter?

Your objectives must be challenging and measurable. They should directly lead to accomplishing Clean Cities goals and should demonstrate achievement beyond the initial market situation.

3. Timelines – Each objective should have a timeline that projects an approximate date of completion. This assists in developing a plan that accomplishes tasks and helps monitor the success of the program.

\*\* Monitoring and reporting program – To measure the effectiveness of the Clean Cities Program, the national program staff established an annual reporting program. Each designated Clean Cities coordinator will receive a list of questions about the coalition’s activities and accomplishments for the previous calendar year. The questions, distributed via email or fax, allow coordinators to provide feedback on the support they have received from DOE as well as offer suggestions for national program activities and future direction. They also help the national Clean Cities staff identify coalition needs.

Updated AFV and refueling site information is also a critical part of the coalition reports and helps DOE track national Clean Cities Program progress. With the survey questions, each coordinator will also receive forms that request current AFV and refueling station numbers.

All of the information collected is put into a national program database and used to determine the winners of the annual Clean Cities coalition awards issued at the National Clean Cities Conference. The successes are also often published in the Clean Cities quarterly newsletter, *Alternative Fuel News*.

It is also important for the coalition to keep track of its own progress and ensure that the program plan is adhered to and stakeholders fulfill their commitments. Suggested items to measure and evaluate include the list of objectives; program timeline; and committee, working group, and individual assignments. The coalition’s steering committee (to be discussed further in following pages) is usually responsible for monitoring the program and providing guidance to the working groups or committees that may deviate from their objectives.

### C. Organizational structure/contact information

After identifying your coalition's goals, objectives, and timelines, stakeholders should describe the organizational structure. Effective leadership and organization will help you reach your goals. The structure can be simple, however, because staff resources and the stakeholders' time will likely be limited. In many cases, as few as two working groups can be sufficient to accomplish program objectives.

1. Clean Cities coalition home base – Almost any organization can serve as your Clean Cities coalition “home base,” including the local post office, fuel supplier or utility, council of governments, American Lung Association chapter, the local chamber of commerce, the mayor's office, or local government office. The coalition must make the decision as a group, for it determines where the coordinator conducts daily activities.

2. Organizational structure – An interactive hierarchical structure will best achieve Clean Cities objectives to coordinate goals with local interests. **Different coalitions have different organizational structures—it is up to you and your stakeholders to establish a structure that best fits your local situation and needs.** Some coalitions create a board of directors and a member structure based on program fees, whereby dues-paying members have special privileges, such as voting rights on coalition policies. Some have created a board and incorporated as a nonprofit organization, opening the door to private foundation funding opportunities. Other coalitions do not have an official board or require a membership fee. We have provided the following structure, used by many coalitions, as a sample that promotes interaction among the steering committee and various working groups:

#### **Steering Committee**

A steering committee of key coalition stakeholders can be established to conduct overall guidance and policy, assist with decision-making, and represent the coalition at events or meetings. As such, committee members should be stakeholders that have an impact on local and regional decision-making. They should also demonstrate management expertise, dedication, diversity, good standing in the community, and professional position. Steering committee member functions may include developing coalition goals; providing guidance for the development of working group goals and objectives; and presenting Clean Cities initiatives to local, state, or federal legislatures. Steering committee members will likely be those stakeholder organization representatives that sign the MOU at the designation ceremony.

Goals or plans conceived by the steering committee may be directed to the working groups or subcommittees for implementation, and working group initiatives may be reviewed and approved by the committee. Establishing an informal executive committee may also be useful to respond to immediate inquiries during the year (e.g., from the media, etc.). This informal committee may consist of working group chairs and steering committee members.

## **Working Groups**

Working groups function under the guidance of the steering committee, which delegates the tasks necessary to achieve organizational goals and objectives. Initial working group meetings should focus on outlining objectives. In subsequent meetings, tasks can be assigned and timetables developed. Other tasks might include gathering information, completing reports, developing draft legislative language or local ordinances, and addressing other informational needs of the steering committee. The chairs of the working groups report their findings to the steering committee for final action.

To educate members, provide a sound knowledge base for decision-making, lessen the burden placed upon staff, and provide consistency to the process, working group members should include steering committee representatives. Each working group should contain a balanced representation of interests and include both public and private sector members. Also, working group titles should be broad to allow each group the opportunity to address an equal division of objectives. **The number and type of working groups vary from coalition to coalition**, although no more than four working groups are suggested. Your coalition may choose from the following examples, combine working groups, or establish totally different working groups based upon its local goals and objectives.

Fuels Working Group. A fuels working group can represent each alternative fuel chosen for participation in Clean Cities (e.g., electricity, ethanol, methanol, natural gas, propane, etc.). This group may focus its efforts on increasing fuel availability, publicizing and promoting fuel usage, and encouraging fuel safety.

Communications Working Group. A communications working group can focus on outreach activities such as working with the media and preparing press releases, developing newsletters, providing speakers for community meetings, and delivering outreach materials to stakeholders. It can also develop media materials and campaigns, stage public relations events and activities, and interact with industry and DOE public relations specialists.

Legislative Working Group. A legislative working group can monitor federal, state, and local legislative initiatives in order to forecast future Clean Cities coalition strategies, further develop coalition policies, prepare for changing legislation that may impact the direction of the Clean Cities Program, and participate in legislative activities that concern alternative fuel issues. The legislative working group can be the voice for Clean Cities in state and local legislatures. For instance, Clean Cities stakeholders may wish to affect state laws or local ordinances governing transportation fuels, or promote initiatives such as tax rebates for alternative fuels, public utility commission rate treatment, conversion subsidies, etc.

Fleets Working Group. A fleets working group can serve as liaison between the Clean Cities organization and fleet owners and managers. This group can communicate the benefits of alternative fuels to fleet operators, develop approaches for sharing fueling facilities, and facilitate vehicle procurements and technician training programs. The fleets

working group would be important for assimilating the stakeholders' demand for AFVs and conveying this demand to vehicle manufacturers and federal fleet managers.

**Fund Raising Working Group.** A fund raising working group can identify available financial incentives to support program function, buy-down vehicle costs, and develop associated AFV infrastructure. It can also identify sources and apply for grant funds to support the coalition, coordinator, Clean Cities promotional activities, etc. The fund raising working group can also work with the communications working group on public fund raising events that bring visibility to the coalition, showcase the importance of alternative fuels to the community, and generate funds to help supplement coalition activities.

***Helpful hint:** Talk to other designated coalitions—see how they've organized themselves and how it's worked for them. It might help you determine which type of structure best fits your coalition. DOE provides several opportunities each year, including a national conference and at least one regional meeting, for coalitions to share problems, successes, and strategies.*

In the end, it's up to you and the other stakeholders to determine the best organizational structure for you.

3. **Contact information** – Your program plan must also include two lists of stakeholders. The first is a simple list of stakeholder organizations that are “official” members of the coalition, meaning they have made specific commitments and will sign the MOU at the designation ceremony. The second list is a coalition contact list. This should include all participating member organizations, even those groups not yet officially on board. Please include a specific contact person at the organization, as well as the address, phone and fax numbers and Internet information (if available). A brief description of the organization, such as “fuel provider,” or “local environmental advocacy group,” is also helpful.

#### **IV. SIGNIFYING YOUR COMMITMENTS...THE MEMORANDUM OF UNDERSTANDING**

Once the Clean Cities program plan is complete, the next step is to ensure the coalition stakeholders are ready to sign the Memorandum of Understanding (MOU). At this point, they should understand their commitments, as they will have participated in the program plan development process. Signing the MOU simply reinforces those commitments.

##### **What is an MOU?**

An MOU is a written agreement confirming basic understandings of the activities and responsibilities and describing a method for performing these activities between DOE, the community, and other stakeholder signatory authorities. The MOU states that the signing parties agree to the program plan, but it is not a binding contract and cannot be used to obligate or commit funds, or as serve as the basis for the transfer of funds.

### **Why is an MOU needed?**

The purpose of the Clean Cities MOU between DOE and the included signatories is to set forth the agreements, respective responsibilities, and procedures necessary to carry out the objectives of the DOE Clean Cities Program. The Energy Policy Act of 1992 (EPACT), Section 505, Voluntary Supply Commitments, *requires DOE* to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers. Under the Clean Cities MOU, these groups, united with other local stakeholders, signify their commitment to contribute to the goals of the program.

### **Who should sign the MOU?**

The DOE Clean Cities Program is a voluntary initiative open to participation by any public or private entity with a “stake” in accelerating and expanding the alternative fuel and AFV markets. Stakeholders who have contributed and are committed to achieving the Clean Cities goals and objectives are encouraged to put their commitment in writing by signing the MOU. Signatories should represent authority levels commensurate with commitments and should demonstrate local and state government leadership.

### **When is the MOU signed?**

DOE will provide you with a standard MOU—it is given to the Clean Cities coordinator as the coalition nears designation approval. Some coalitions create an enlarged version of their MOU for stakeholders to sign at the designation ceremony (an electronic copy will also be made available should you decide to do this). A sample MOU is included in Appendix C—it includes your coalition name, date, MOU signatory names, etc.

### **GOOD LUCK!**

You now have the information you need to start developing a Clean Cities coalition in your area. We strongly encourage you to work closely with your DOE Regional Office Clean Cities Program Manager, who knows what it takes and can provide you with any additional information and guidance you may need. It’s also important to get in touch with other designated Clean Cities coalitions. They’ve been through the process and may have experienced similar challenges that you run into along your way. You can learn much from both their pitfalls and successes. Another valuable resource is the Clean Cities Web site, which offers information on alternative fuels and vehicles and links to various industry sites. It also includes some information about designated Clean Cities coalitions and provides links to their own Web sites. The Clean Cities Hotline is also available to provide you with additional information.

Clean Cities Web site: [www.ccities.doe.gov](http://www.ccities.doe.gov)

Clean Cities Hotline: 800-CCITIES

Alternative Fuels Data Center Web site: [www.afdc.doe.gov](http://www.afdc.doe.gov)

APPENDIX A  
PROGRAM PLAN REVIEW TABLE

Clean Cities Criteria	Description	Comments
<b>1. Stakeholder Buy-In</b>	Stakeholders have met frequently since the initial kick-off meeting and have played a role in plan development; committee members are identified by name; stakeholders operating AFVs or refueling/recharging sites plan to continue to do so.	
<b>2. Area Background/ Coalition Snapshot</b>	Includes area description – geographic and population information; description of coalition formation; previous AFV efforts described; primary alternative fuel use discussed and explained.	
<b>3. Energy Policy Act</b>	EPACT status identified; specific stakeholders subject to EPACT requirements, if any, are listed; all EPACT fleets have filed a compliance report with DOE and are in compliance with the rule.	
<b>4. Clean Air Act Amendments</b>	Clean Air Act attainment status identified, and includes, if applicable, mention of how becoming a Clean Cities coalition can help gain attainment status.	
<b>5. Laws and Incentives</b>	Current and proposed legislation to promote alternative fuel use is described.	
<b>6. Grants/Funding</b>	Any grants or funding received by the coalition and/or stakeholders for the purchase of AFVs or infrastructure development are listed and described with a project status; other efforts (outreach, coordinator’s position, etc.) funded also described; other fund raising efforts should be explained.	

Clean Cities Criteria	Description	Comments
<p><b>7. Current and Projected AFVs</b></p>	<p>A. Includes when and how the AFV survey was conducted. Chart should identify all organizations operating AFVs (if possible). Stakeholders should be identified on the chart, as well as EPACT fleets. Medium and heavy-duty vehicles should be distinguished from light-duty vehicles. A significant number of vehicles should be on the road already to serve as a market foundation.</p> <p>B. Stakeholders operating AFVs project to continue to do so; stakeholder fleets not currently operating AFVs project to introduce AFVs over the next 5 year period.</p>	
<p><b>8. Current and Projected Refueling/Recharging Sites</b></p>	<p>A. States when and how the refueling site information was collected. All known alternative refueling sites should be identified in a chart format, and public/private accessibility determined. Stakeholders should be identified on the chart, and should include fuel providers that offer alternative refueling. Includes map of area sites and addresses, if possible.</p> <p>B. Stakeholders project to continue to maintain the currently available refueling sites; emphasis should remain on public accessibility to refueling infrastructure.</p>	
<p><b>9. Goals and Objectives</b>  <b>A. Increase the number of AFVs</b></p>	<p>Stated specifically as a goal of the coalition and includes references to specific stakeholder commitments to vehicle purchases.</p>	

Clean Cities Criteria	Description	Comments
<b>10. Goals and Objectives</b> <i>B. Increase the number of refueling sites</i>	Stated specifically as a goal of the coalition and includes references to specific stakeholder commitments to operate alternative refueling/recharging infrastructure (may also refer to chart for this). A stated emphasis should be placed on public accessibility. A goal to increase fuel use in AFVs already on the road may be listed separately, but it should be addressed.	
<b>11. Goals and Objectives</b> <i>C. New stakeholder/fleet recruitment</i>	Stated specifically as a goal – objectives should outline the new member/fleet identification and recruitment strategy; special emphasis should be placed on private fleet participation, especially in niche markets.	
<b>12. Goals and Objectives</b> <b>D. Grants/fundraising</b>	Specific fundraising and grant goals and objectives should be included; specific grants should be identified and other fundraising activities/efforts outlined.	
<b>13. Goals and Objectives</b> <b>E. Public/media outreach</b>	Specific public outreach goals should be identified; objectives should be specific and include descriptions of specific activities or elements of an overall outreach plan, with particular emphasis on increase use of alternative fuel in AFVs.	
<b>14. Goals and Objectives</b> <b>F. Legislation</b>	Specific goals and activities to introduce and promote the use of alternative fuel and AFVs should be included.	
<b>15. Timelines</b>	Projected dates of completion should be included with each action step or objective. General description of previous activities should also include dates for reference.	
<b>16. Coordinator</b>	Coordinator is identified by name; full or part time status identified, and method of support included.	
<b>17. Coalition Organization</b>	Description of coalition as an organization – including working groups.	

Clean Cities Criteria	Description	Comments
<b>18. Good Mix of Stakeholders</b>	Coalition maintains a balance of public and private sector stakeholders and fleets. At least 20% of the coalition must represent private fleets.	
<b>20. Stakeholder Lists</b>	Two stakeholder lists should be included: 1) List of MOU signatories – stakeholder organizations 2) List of contacts – individual stakeholders, including names, addresses, phone and fax numbers, internet addresses and brief description of organization.	

APPENDIX B  
ALTERNATIVE FUEL VEHICLE AND REFUELING SITE CHARTS

**Clean Cities Coalition AFV Market Summary Chart**

**Company/Fleet Symbols**

\* = stakeholder fleet

T=fleets covered by EPACT

**Vehicle Number Symbols**

#B=bifuel

#M=medium-duty vehicles

#H=heavy-duty vehicles

	Current AFV Numbers								Projected AFV Numbers through 2006							
Company/Fleet	Total # Vehicles	CNG	LNG	LPG	E-85	M-85	Electric	Biodiesel	Total # Vehicles	CNG	LNG	LPG	E-85	M-85	Electric	Biodiesel
<b>Totals:</b>																
<b>Total Number of AFVs:</b>									<b>Total Number of AFVs</b>							

**Clean Cities Coalition Infrastructure Summary Chart**

\* = stakeholder organization

T=publicly accessible station

	Current Refueling/Recharging Sites							Projected Refueling/Recharging Sites through 2006						
Company/Fleet	CNG	LNG	LPG	E-85	M-85	Electric	Biodiesel	CNG	LNG	LPG	E-85	M-85	Electric	Biodiesel
<b>Totals:</b>														
<b>Total Number of Refueling/Recharging Stations:</b>							<b>Total Number of Refueling/Recharging Stations:</b>							

\*\* Addresses for the above sites should be included as an appendix.

APPENDIX C  
MEMORANDUM OF UNDERSTANDING

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*“Your Coalition Name” Area Clean Cities Coalition*

Formally Established to Create a More Efficient, Domestically Secure, Environmentally Harmonious, Sustainable and Safe American Energy Transportation Sector

***MEMORANDUM OF UNDERSTANDING***

*By and Among,*

**“Signatory Organizations Listed”**

*and*

***U.S. DEPARTMENT OF ENERGY***

***INTRODUCTION***

***Background***

*The United States Department of Energy (DOE) is committed to energy use in the American transportation sector that is:*

More efficient;  
Less dependent on foreign sources;  
Less environmentally disruptive;  
Sustainable; and  
Safe.

The Energy Policy Act of 1992, supplemented by the 1993 Executive Order 12844: Federal Use of Alternative Fuel Vehicles, and the Clean Air Act Amendments of 1990, all establish guidelines for effecting a favorable energy and environmental situation in the transportation sector. The DOE *Clean Cities* program is an umbrella to structure and achieve Energy Policy Act program goals and to coordinate objectives of governments and other Federal directives, such as the Clean Air Act.

***Purpose***

*The purpose of this Memorandum of Understanding (MOU) is to set forth the agreements, respective responsibilities, and procedures necessary to carry out the objectives of the DOE Clean Cities program which accelerates the introduction and expands the use of alternative fuels and alternative fuel vehicles.*

### **Authority**

*This MOU is authorized under the following laws and regulations: Energy Reorganization Act of 1974, which permits DOE to use the facilities of public agencies, requires DOE to consult with the heads of other agencies on the use of their facilities, and allows DOE to enter into cooperative projects with other public and private agencies; the Energy Policy Act of 1992, Section 505, Voluntary Supply Commitments, which requires DOE to obtain voluntary commitments to help achieve replacement fuel goals from fuel suppliers, fleet owners, and vehicle suppliers. Under this MOU, these groups, united with other local stakeholders, signify their commitment to contribute to the goals of the program.*

### **Policy**

*Signatories under this MOU undertake their best efforts to achieve the specific goals and objectives set forth in the Program Plan.*

## **MANAGEMENT AND PROGRAM GUIDELINES**

*This MOU commits the undersigned to work together toward achievement of Clean Cities goals and the goals and objectives as stated in the Program Plan.*

### **Clean Cities Coordinator Responsibilities**

- *Coordinate and document coalition activities*
- *Maintain database of stakeholders, community fleets, AFVs, and infrastructure*
- *Assist with overall implementation of Program Plan and development of new goals*
- *Coordinate meetings and reporting activities*
- *Participate as a member of the Steering Committee*
- *Delegate and monitor activities/responsibilities to other key stakeholders*
- *Act as a liaison between the Steering Committee, working groups and DOE*
- *Work directly with DOE Regional Support Offices to report coalition activities, progress, concerns, issues, etc.*
- *Provide assistance in public education activities*
- *Maintain and update, in concert with the coalition, the Program Plan*
- *Monitor and disseminate Federal/State/local legislative and incentive information to the coalition*
- *Assist with recruitment of stakeholders*
- *Represent Clean Cities and the coalition at other local functions and DOE events*

### **DOE Responsibilities**

- *Provide a Federal advisor*
- *Provide program implementation and MOU drafting guidelines*
- *Guide placement of Federal AFVs responding to Clean Cities recommendations and resource matching plans*
- *Direct the award of Federal funds and grants as available*
- *Provide information, general assistance and material for public relations and promotional activities*

- *Provide training for coordinators, fleet operators and other participant*
- *Provide a hotline/clearinghouse for technical and other information*
- *Conduct information exchange workshops*
- *Provide assistance in public education activities*

### **Stakeholder Responsibilities**

*Signed stakeholders to this document agree to fulfill their voluntary commitments to the Clean Cities Program as delineated in the associated Program Plan*

### **Guidelines**

*The Clean Cities program will be administered according to the Program Plan. The signatories herein have agreed that the Program Plan is designed to achieve Clean Cities objectives and follows the guidelines described here:*

- *Sets forth goals reflecting the planning process and defining what the organization seeks to accomplish and why*
- *Creates an organizational structure enabling Clean Cities to effectively carry out its mission*
- *Characterizes the AFV market situation by gathering primary information on fuels, vehicles, and infrastructure from participating Clean Cities stakeholders*
- *Sets forth intermediate objectives, action steps or commitments, such as vehicle acquisition targets or legislative proposals, designed to be the “how to” (objectives) elements of the Program Plan*
- *Delineates estimated timetables containing discrete action items, milestones and deadlines for achieving objectives and goals*
- *Establishes a monitoring system for program management, advertisement of program success, and method for conveying program performance to DOE*

### **Supplementary Interagency or Other Agreements**

*Because the DOE Clean Cities program supports Congressional and Executive directives and many involve other Federal, State, and local governmental entities, Clean Cities program commitments may be subject to modification upon intervening Congressional or Executive guidance.*

## **ADMINISTRATION**

### **Public Information Coordination**

*Subject to the Freedom of Information Act (5 U.S.C. 552) decisions on disclosures of information to the public regarding projects and programs referenced in this MOU shall be made by the DOE following consultation with the other parties' representatives.*

### **Amendment and Termination**

*This MOU may be amended by the mutual written agreement between DOE and signatories. This MOU may be terminated by the mutual written agreement of DOE and signatories. Signatories may terminate individual participation upon a 30-day written notice.*

**Effective Date**

*This MOU shall become effective upon the latter date of signature of the parties and shall remain in effect for a period of 5 years, upon which the MOU becomes eligible for renewal.*

**MOU Signatories**

<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
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<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>
<b>Name, Title, Entity</b>	<b>Name, Title, Entity</b>

APPENDIX D  
DESIGNATION EVENT AND BACKGROUND INFORMATION

## **Designation Event and Background Information**

As we make the final preparations for your upcoming designation, we need your help! The information obtained from the following questions will be used to brief the DOE official(s) scheduled to attend your designation ceremony. Please complete the forms below and send to Christy Ficker at [christy.ficker@ee.doe.gov](mailto:christy.ficker@ee.doe.gov) (fax: 202-586-1885). We must have the information at least two weeks before the designation ceremony.

### **CLEAN CITIES DESIGNATION EVENT INFORMATION**

1. Official name of coalition:
  2. Date and time of ceremony:
  3. Exact address of ceremony:
  4. What is the event setting (indoors/outdoors, stage, podium, microphone, elevated stage for speakers and special guests, etc.)?
  5. Organizations sponsoring the event:
  6. Composition of the expected audience? Approximately how many attendees are expected?
  7. Please provide a copy of the event invitation, as well as a list of VIPs/special guests expected to attend. This includes local elected officials as well. Please include full names, titles and affiliations.
- \*\*Please be sure to make follow up phone calls to all VIPs invited to the ceremony, as well as to all of your coalition stakeholders/MOU signatories to ensure everyone from the coalition will be present at the designation.
8. Please provide a copy of the event agenda that includes the following information:
    - a. Name, title and affiliation of master of ceremonies
    - b. Names, titles and affiliations of guest speakers, in order of appearance
    - c. Speech topics and approximate length of speech
    - d. Please also include speaker bios
  9. Do you request any particular message from DOE during the designation?
  10. Please provide several recent or exceptional projects or success stories the coalition would like recognized in the designation speech.
  11. In addition to the coalition coordinator, are there any other individuals or organizations that should be recognized in the DOE speech? (similar to question #10)

12. Are members of the media expected? Newspaper? TV news? Local cable? Will there be a press conference?
13. Will a photographer be present? Any pictures of the event can be sent to the National Clean Cities Program Office to be included in an upcoming edition of *Alternative Fuel News* and on the Clean Cities Web site.
14. Will there be an AFV display(s)? Please include vehicle information – numbers, types, location of exhibits, sponsors.
15. Is there a reception or luncheon scheduled following the ceremony? If so, please include the time, location, and address of the luncheon, as well as any special guests or VIPs who plan to attend.
16. Any other special ceremony instructions/sensitivities?
17. Please provide a copy of the press release.
18. Please provide the name, title, company/entity of each stakeholder signing the MOU and receiving a certificate. This is especially important, as the stakeholder list may change as the date of the ceremony approaches.

## **LOCAL SENSITIVITIES/BACKGROUND INFORMATION**

1. What are the politics of the area/city/community? What is the nature of the relationship between the city and the state, the mayor and the governor, other top officials, etc? What political party(ies) hold(s) the reigns of power? State the party (Democrat or Republican) of each political VIP attending.
2. Any membership in regional working groups such as the Ozone Transport Commission or Northeast/Midwest Coalition, governor's groups like the National Governors' Association, or similar local entities? Any working relationships with environmental groups?
3. List major AFV companies/interests based in or near your Clean Cities area. Any interests/companies common to other Clean Cities coalitions?
4. State any other noteworthy issues – interesting AFV projects/market developments, new grants awarded to the coalition (this is especially important for the designation speech).