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# **ANNUAL OPERATING PLAN for FISCAL YEAR 2013**

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October 31, 2012

Virginia Clean Cities  
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## SECTION I: COALITION INFORMATION

### Introduction:

The purpose of Virginia Clean Cities (VCC) is to assist in the improvement of the Commonwealth of Virginia's air quality, increase U.S. national energy security, and promote economic opportunity in Virginia, primarily by promoting and facilitating increased use of non-polluting, non-petroleum alternative fuels and vehicles. VCC is part of a network of almost 90 coalitions that operate under the umbrella of and derive guidance from the US Department of Energy's (DOE) Clean Cities Program.

The coalition works to educate people, corporations, agencies, and others about problems related to excessive dependence on and use of imported petroleum and about near-, mid-, and long-term solutions to our transportation energy obstacles. The use of natural gas, biofuels, electricity, solar power, hydrogen, and other clean means of propulsion helps produce a cleaner environment for the cities, suburban zones, and rural areas of the United States, helps minimize our national need for and dependence on imported petroleum, and it increases the health and welfare of people otherwise adversely affected by air pollution.

VCC provides a forum for members to leverage resources, develop joint projects, collaborate on public policy issues, and promote petroleum displacement and clean and renewable-based technologies. VCC has extensive experience in building coalitions, conducting technical education and outreach initiatives, as well as working with a variety of public and private stakeholders. See VCC's website at [www.virginiacleancities.org](http://www.virginiacleancities.org) for more details on the organization.

The following lists DOE's full portfolio of technologies for the Clean Cities program:

<b><i>Alternative Fuels</i></b> Biodiesel (B100) Ethanol (E85) Natural gas (CNG/LNG) Electricity Hydrogen Methanol P-Series fuels Propane Autogas	<b><i>Alternative Fuel Vehicles (AFVs)</i></b> Diesels (running biodiesel) Flex-fuel vehicles (FFVs) Natural gas vehicles (NGVs) Neighborhood electric vehicles (NEVs) Electric vehicles (EVs) Plug-in Electric vehicles (PHEVs) Fuel cell vehicles (FCVs) Propane Autogas Vehicles
<b><i>Fuel Blends</i></b> Blends of biodiesel (B2, B5, B20, etc.) Hydrogen-CNG (HCNG) Low blends of ethanol (E2, E10)	<b><i>Hybrid Electric Vehicles (HEVs)</i></b> Light-duty HEVs Medium/heavy-duty HEVs
<b><i>Idle Reduction</i></b>	<b><i>Fuel Economy</i></b> Decreased vehicle miles traveled (VMT) Increased miles per gallon (mpg)

Given this long list and the limited resources available to the Coalition, VCC has focused its efforts in the areas that are most feasible and offer the greatest potential benefits for the region during any particular time in its history. These have primarily included biodiesel, ethanol, hybrid technology, and natural gas. More recently, the Coalition has begun to focus on propane and electric vehicle technologies. The Coalition maintains flexibility in its approach to make the best use of limited resources and take quick advantage of changing technological, economic and political environments. The Coalition maintains a certain level of competence and awareness in the other areas in order to be ready to exploit opportunities as they arise.

In addition to working in the areas listed above, VCC also works on green fleet management, which encompasses many of the technologies identified in the list above including some that may not be flagged as

near-term focus areas. In the context of VCC work, green fleet management means to procure, operate and maintain a fleet of vehicles in the most environmentally responsible way that meets the business needs of an organization.

This operating plan presents a brief summary of VCC's recent activities then discusses the organization's plans for 2013.

**Coalition Description:**

*Designation Year:*

Hampton Roads Clean Cities Coalition was designated in 1996. The Coalition officially expanded its territory boundaries to cover the entire state of Virginia in 2009, although it has been operating and providing assistance throughout the state since 2000.

*Mission and Vision Statement:*

Promote non-polluting, non-petroleum alternative fuels and vehicles to:

1. Increase U.S. national energy security;
2. Improve air quality and public health in the Commonwealth of Virginia;
3. Develop resulting economic, academic, and research opportunities in the Commonwealth of Virginia.

**Note: Virginia Clean Cities will undergo redesignation in 2013**

**Organizational Structure and Type:**

The Hampton Roads Clean Cities Coalition was incorporated as a 501(c)3 tax-exempt non-profit in 2000, as the Hampton Roads Clean Cities Corporation. The Board of Directors voted to create the umbrella organization Virginia Clean Cities in 2001 as a result of the increasing demand to work with stakeholders outside of the Hampton Roads region.

In August 2009, Virginia Clean Cities entered into partnership via a Memorandum of Agreement with James Madison University (JMU) to increase capacity. All VCC staff positions are currently JMU employees, in order to take advantage of the University's human resources and payroll resources. JMU has also donated office space and equipment as in-kind, allowing for a second office in another part of the state to broaden our access. JMU also offers VCC the ability to leverage grant and other funding opportunity eligibility, access to federal work-study graduate students, other student projects, and a sounding board for administrative duties such as ARRA compliance. In 2012, the VCC office at JMU has transitioned to become the main office, and VCC has established two additional offices in Richmond and Northern Virginia, bringing the number of office locations to four. Currently, VCC has 7 full-time employees, and 1 intern.

*Geographic Area Covered by the Coalition:*

Commonwealth of Virginia - appropriate project locations through partnerships with other coalitions

**Key Coalition Personnel:**

*This coalition has numerous talented staff. For the purpose of this document, the USDOE recognized official co-coordinators are listed.*

*Name:* Alleyn Harned *Title:* Executive Director

*Key responsibilities:* Executive Director of Virginia Clean Cities. Leads efforts to increase the number of alternative fuel vehicles on the road, and increase alternative fuel use to facilitate petroleum reduction: write grant proposals, coordinate local events, develop and implement policies for achieving long range goals of petroleum reduction, build consensus among coalition members, advance legislative agendas, public education,

and infrastructure development, work with state, county, and federal regulatory agencies, interest groups, media, consultants, and other coalitions to develop policies, coordinate work, and exchange information. Related responsibilities: Transportation Energy Partnership, Southeast Natural Gas Corridor, Project Get Ready Virginia, southeast DOE Clean Cities region.

*Hours per week devoted to the coalition:* 40+ hours

*Length of time with the coalition:* 3 years

*A brief bio with background information:* Alleyn Harned joined the Virginia Clean Cities nonprofit in 2009 and now serves as the Executive Director after working first as the organization's Business Development Director. Harned works from the Virginia Clean Cities partnership at James Madison University, in Harrisonburg, Virginia. Prior to Clean Cities, Harned served as Assistant Secretary of Commerce and Trade in Virginia, and has worked with Virginia transportation issues at the state level since 2006.

*Name:* Ryan Cornett *Title:* Outreach Coordinator

*Key responsibilities:* Outreach Coordinator of Virginia Clean Cities. Since joining Virginia Clean Cities, he has spearheaded many of the coalition's outreach items including a bi-monthly newsletter, event management, and maintaining regular contact with the coalition's stakeholders. Cornett has also done management work on several of Virginia Clean Cities' projects including a National Clean Diesel Campaign award, a Clean School Bus USA idle-reduction project, and a Hydrogen Education project. He also works with the Valley 25x25 demonstration project at JMU. The project's goal is to help Virginia's Shenandoah Valley reach 25% energy consumption from renewable sources by the year 2025.

*Hours per week devoted to the coalition:* 40 hours

*Length of time with the coalition:* 3 years

*A brief bio with background information:* Cornett is from Collinsville, VA and attended Ferrum College where he obtained a Bachelor's degree in History and Political Science in 2007. After an internship with the Martinsville-Henry County Economic Development Corporation following graduation, Cornett began work on his Master's degree in Public Administration from James Madison University, which he completed in 2009. He worked as a graduate fellow for JMU's Institute for Infrastructure and Information Security prior to joining Virginia Clean Cities.

### **Recent Performance:**

*Significant coalition accomplishments in 2012:*

- DMME and VCC continued to manage an \$8.6 million project to convert almost 1,200 taxi cabs, law enforcement, municipal, shuttle, and para-transit vehicles to run on propane autogas, install propane autogas refueling stations in 9 southeastern states and DC, and launch a far-reaching and professional marketing campaign focused on promoting the project and propane autogas as an alternative to traditional petroleum fuel. See [www.usepropaneautogas.com](http://www.usepropaneautogas.com) to learn more about the project.
- VCC assisted fleets throughout the Commonwealth with their timely transitions to alternative fuel technologies. This included the Commonwealth of Virginia's successful contracting effort for propane autogas and natural gas vehicles to replace the state's own fleet.
- VCC successfully managed and completed a \$1 million project to administer a National Clean Diesel

Campaign award to retrofit 35 Hampton Roads Transit buses with emissions reduction equipment, replace Chesapeake refuse haulers ahead of schedule with natural gas models, replace City of Richmond refuse haulers with a natural gas model, and replace 4 Spotsylvania Public Schools Buses ahead of schedule with propane models.

- VCC continued to manage the \$460,000 Richmond Electric Vehicle Initiative, which will create a community based electric vehicle infrastructure readiness plan and implement activities in anticipation of larger electric vehicle deployment efforts in the future.
- VCC continued to implement the Green Operators pilot program in cooperation with the Virginia Port Authority. The program is the first of its kind that assists drayage operators with retrofit or replacement of old dray trucks serving the Port of Virginia, and rewards shippers that want to green their supply chain. VCC provides technical assistance and helps with the refinement and administration of the program.
- VCC at JMU completed a \$710,000 project to repower pieces of off-road construction equipment for Luck Stone Corporation to bring them to higher emissions and efficiency standards.
- VCC successfully operated an educational grant from the United Soybean Board to support biodiesel and bioproducts efforts in the Commonwealth.
- VCC was awarded an Argonne Internship grant for integration with our efforts for the 2012-2013 school year with James Madison University.
- VCC engaged Shenandoah National Park and the Blue Ridge Parkway for clean alternative fuel projects with the Dept of Energy's National Parks Program.
- VCC has worked with the East Tennessee Clean Fuels Coalition to create and publish the *Southeastern Fuels Fix*, a quarterly publication of the southeast DOE region Clean Cities coordinators.
- VCC continues to publish a widely read bi-monthly newsletter.

## **SECTION II: COALITION GOALS**

### **Near-term and Long-term Coalition Goals:**

Below are near-term (1 year) and long-term (3 year) goals for the Coalition. Whenever practical, specific numeric goals with due dates are listed.

- Increase regional natural gas refueling infrastructure. *Metric = Assist with the installation of natural gas refueling infrastructure for at least 1 large anchor fleet in Virginia in 2013. Increase natural gas refueling infrastructure by 8 public stations by 2014.*
- Increase regional propane refueling infrastructure. *Metric = Assist with the installation of 7 public and/or private propane refueling stations in 2013. Transition propane fueling labeling to an "Autogas Rate" model where public autogas stations are primary shown.*
- Engage with new fleets and stakeholders. 10 new fleets for 2013, and 5 new member stakeholders.
- Increase blend level of biodiesel in low-blend fleets. Facilitate information exchange among fleets using and interested in using biodiesel blends higher than the traditional blends of B2 and B5. *Metric =*

*Increase low biodiesel blend fleets (B2 and B5) to at least B20 in 3 fleets by 2013.*

- Support transit fleets interested in deployment of natural gas, hybrid, or other technologies. *Metric = Work with at least 2 public transit fleets to deploy AFVs or petroleum reduction strategies in 2013.*
- Support Virginia Port Authority efforts to deploy alternative fuel and advanced technology options for port activities. *Metric = Maintain skeleton GO program, and leverage efforts for complimentary petroleum reduction programs.*
- Develop regional electric vehicle plan for Richmond - *Metric = plan release by December 2012 and close program by July 2012.*
- Encourage idle reduction efforts through truck stop electrification projects, idle reduction outreach and education programs, and policy action. *Metric = Program proposal to appropriate parties.*
- Continue to monitor landfill methane options for transportation applications. *Metric = Work closely with Division of Energy, and provide technical support and build partnerships when feasible. Attend meetings and conferences to explore potential.*

#### **Near- and Mid-Term Programmatic Goals**

*Improve existing coalition activities and expand collaborative opportunities to leverage VCC resources for greater impact on policies and programs throughout the Commonwealth that promote the Coalition's mission:*

- Continue working with DOE through regional and national conference calls, webcasts and meetings to strengthen the program and ensure support on a regional and national level.
- Maintain membership and involvement in Transportation Energy Partners (including the Energy Independence Days event) as is feasible, and create new collaborative partnerships and opportunities that will produce additional financial resources for the Clean Cities program and expand tools available to coalitions.
- Pursue opportunities valuable to the VCC-JMU partnership to expand activity focus areas and fiscal sustainability.
- Track local, state and federal legislative actions relating to VCC's mission and disseminate new developments to members via email, the monthly newsletter and Coalition website.
- Educate state and federal legislators and staff on practical actions that will promote the growth of alt fuels and displace petroleum in transportation, and the role of Clean Cities.
- Strengthen relationship with media so VCC is the go-to place to answer questions about alternative fuels and advanced technologies, and it is easier to correct mistakes and refute misinformation.
- Attend, participate, and host educational events when they related to VCC's mission and are cost-effective.
- Keep members informed of grant opportunities to support alt fuel projects. Assist stakeholder members with grant applications and the grant reporting process.
- Increase membership revenues to \$50,000 in 2013. Plan for long-term sustainability of organization.

- Increase membership and activity level of Board of Directors. Form membership/fundraising committee.
- Hold regular coalition stakeholder meetings to increase visibility and partnership opportunities.
- Investigate feasibility of hiring grant writer to assist with growing demand of grant proposal assistance.

### SECTION III: IMPLEMENTATION AND TIMELINE

VCC will continue to report data and meet key deliverables for the Clean Cities program and for the numerous other programs within Virginia Clean Cities. For the Clean Cities program, details are below for the 2013 calendar year.

<b>Key Deliverable*</b>	<b>Due Date</b>	<b>Description</b>
Ex 1: Annual Survey Data Call to Stakeholders	December '12	Begin Soliciting input from stakeholders on vehicle counts and petroleum reduction efforts for inclusion in the annual survey
Ex 2: Alternative Fuel Price Report Q1	January '13	Contact fueling station owners and send fuel pricing info to LTI by the established deadline
Ex 3: Input Annual Survey Information into DOE Database	February '13	Upload all coalition information into database by end of February deadline
Ex 4: Alternative Fuel Price Report Q2	April '13	Contact fueling station owners and send fuel pricing info to LTI by the established deadline
Ex 5: Redesignation	May '13	Participate in redesignation process
Ex 7: Alternative Fuel Price Report Q3	July '13	Contact fueling station owners and send fuel pricing info to LTI by the established deadline
Ex 8: Annual Operating Plan	September '13	Submit updated annual operating plan to Regional Manager in accordance with coalition support contract deadline.
Ex 10: Alternative Fuel Price Report Q4	October '13	Contact fueling station owners and send fuel pricing info to LTI by the established deadline
Ex 11: Coalition Support Contract Final Reporting Period Invoice	October '13	Submit invoice for second half of coalition support contract by the established deadline.

### SECTION IV: BUDGET AND RESOURCE ALLOCATION PLAN

Coordinators and the board of Virginia Clean Cities will be responsible for budget implementation. Each year, the budget is reviewed and approved by the board in an appropriate meeting. Clean Cities funds will be leveraged with contributions from member organizations for maximum impact and effect.

*Funding Sources:*

Historically, VCC’s main source of funding is grants. Over the years, VCC has managed grants from the Department of Energy, the Environmental Protection Agency, the Virginia Department of Environmental Quality, and the Virginia Department to Mines, Minerals, and Energy. VCC has also managed grants from private organizations such as the United Soybean Board.

VCC also receives some funding from stakeholder dues, but has generally been less than \$30,000 in any given year. Over the 2012 fiscal year, VCC received just over \$29,000 in stakeholder dues.

A third source of funding is sponsorships for specific events, although this sponsorship funding generally is applied directly to event expenses. VCC is rarely able to acquire more sponsorship funding than the event cost the organization to plan and host.

## APPENDIX A: CALENDAR OF EVENTS FOR FY 13

### 12-Month Calendar of Upcoming Events As of October 2012:

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|---|---|
| <p>October</p> <ul style="list-style-type: none"> <li>• <i>TBD: CNG Stakeholder Call (every two months)</i></li> <li>• <i>TBD: LPG Stakeholder Call (every two months)</i></li> <li>• 10/2-10/3: Governor’s Energy Conference</li> <li>• 10/5: Quarterly reports due</li> <li>• 10/10: Dejana-Roush Event, Newport News, VA</li> <li>• 10/11: VCC Board Meeting, Tidewater</li> <li>• 10/17: EV Day, Richmond, VA</li> <li>• 10/18: Odyssey Day and Virginia Propane Roadshow, Harrisonburg and Chesapeake</li> <li>• 10/25: SE Louisiana Propane Roadshow</li> </ul> <p>November</p> <ul style="list-style-type: none"> <li>• <i>TBD: Quarterly Stakeholder Luncheon, Roanoke, VA</i></li> <li>• <i>TBD: Stakeholder Update transmitted</i></li> <li>• 11/8: CNG Trash Workshop, Abingdon, VA</li> </ul> | <ul style="list-style-type: none"> <li>• 11/11 – 11/13: VACo Annual Conference</li> </ul> <p>December</p> <ul style="list-style-type: none"> <li>• <i>TBD: CNG Stakeholder Call (every two months)</i></li> <li>• <i>TBD: LPG Stakeholder Call (every two months)</i></li> </ul> <p>January</p> <ul style="list-style-type: none"> <li>• <i>TBD: Stakeholder Update transmitted</i></li> <li>• <i>TBD: VCC Board Meeting, Harrisonburg, VA</i></li> <li>• 1/5: Quarterly reports due</li> <li>• 1/30-1/31: VCU Energy and Sustainability Conference, Richmond, VA</li> </ul> <p>February</p> <ul style="list-style-type: none"> <li>• <i>TBD: CNG Stakeholder Call (every two months)</i></li> <li>• <i>TBD: LPG Stakeholder Call (every two months)</i></li> <li>• <i>TBD: Quarterly Stakeholder Luncheon, Richmond, VA</i></li> </ul> |
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- *TBD: VCC Board Meeting*

#### March

- *TBD: Stakeholder Update transmitted*
- 3/6-3/8: The Work Truck Show, Indianapolis

#### April

- *TBD: CNG Stakeholder Call (every two months)*
- *TBD: LPG Stakeholder Call (every two months)*
- 4/5: Quarterly Reports due
- 4/8-10: Energy Independence Summit, Washington, DC

#### May

- *TBD: Stakeholder Update transmitted*

#### June

- *TBD: CNG Stakeholder Call (every two months)*
- *TBD: LPG Stakeholder Call (every two months)*

- 6/24-27: ACT Expo, Washington, DC

#### July

- *TBD: Stakeholder Update transmitted*

#### August

- *TBD: CNG Stakeholder Call (every two months)*
- *TBD: LPG Stakeholder Call (every two months)*

#### September

- *TBD: Stakeholder Update transmitted*

#### October

- *TBD: CNG Stakeholder Call (every two months)*
- *TBD: LPG Stakeholder Call (every two months)*
- *TBD: State Fleet Expo and Green Fleet Workshop*
- 10/13-15: VML, Arlington, VA – Discussing state contracting