

Greater Houston Clean Cities Coalition (GHCCC) Annual Operating Plan

❖ Overview Houston Coalition

- The GHCCC was officially established in 1996 and serves nearly 5 million people in Harris, Brazoria, Chambers, Fort Bend, Galveston, Liberty, Montgomery, and Waller counties in southeast Texas. Its primary goal is to maximize the use of alternative fuel vehicles (AFVs) and advanced vehicle technologies operating within the Houston-Galveston nonattainment area to improve air quality, achieve energy independence and stimulate economic growth. The GHCCC was re-designated in 2006.

○ Program Status

- The GHCCC is housed within the Houston-Galveston Area Council, which serves as the region's MPO and COG. The GHCCC works closely with and participates alongside H-GAC's other air quality programs including Clean School Bus, Commute Solutions, and especially Clean Vehicles. The Coordinator is a member of the Air Quality Group, and staffs the GHCCC on a full-time basis. No membership dues are requested from stakeholders or supporters. The GHCCC's regular efforts include quarterly stakeholder meetings, a quarterly e-Newsletter, and an annual Advancing the Choice conference. GHCCC brochures are also distributed at annual H-GAC events such as Fresh Air Friday, and Coalition information can be found at the website www.houston-cleancities.org.
- Currently, the Coordinator also has part-time staff support through a program supervisor, DOE intern, and administrative assistant. The DOE intern has been very helpful, providing full-time support through Advancing the Choice by creating and sending out marketing materials among other tasks. The intern has also conducted a comprehensive regional fleet survey administered online. As a student near graduation, our intern's skills in marketing, internet technology, and personal initiative were well-developed enough for the Coalition to reap great benefits from this experience. Having other staff dedicated to the Coalition part-time has enabled further project and Coalition development as well.
- The comprehensive regional survey has yielded valuable feedback from fleet managers in the area. The mass-mail advertisement and prize-incentives have been successful in garnering at least a fraction of our fleet managers' interest and feedback. The Coalition has also been participating with other area organizations in order to develop grant partnerships and become a part of regional efforts to implement alternative fuels and advanced technology projects in the Houston area. Area organizations joined/worked with: Ecotality (electric infrastructure planning), Natural Gas Vehicle Alliance (natural gas education), and the Renewable Fuels Association (ethanol education).

○ Previous Goals and Feedback 2009-2010

- Due to time constraints and other issues, many of the past goals of the Coalition from the previous operating plan remain to be achieved. Feedback from members over the past year has been compiled but not addressed.

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- Goals Developed in 2009 Plan:

- Organizational development

Last year, the Coalition hoped to expand and clearly define our 'stakeholders' and 'supporters', adding meaning and incentive to participation in the Clean Cities Coalition. While definitions and requirements of 'stakeholder' and 'supporter' were developed and approved by the Coalition members, those stipulations proved to be overly complex and burdensome to Coalition members. Some expansion has been achieved, but very little related to the formal stipulations developed. This goal remains to be achieved.

- Infrastructure

Previous goals for infrastructure included a comprehensive list of all alternative refueling stations in Houston area, develop an interactive website, and improve response rate on annual Clean Cities survey. Our current list is not comprehensive, we have no interactive website, and the response rate on the last Clean Cities survey was extremely low. Therefore, we can consider this goal as yet to be achieved.

- Education

Goals for 2009 included: increasing number of outreach workshops and other events related to alternative fuels, creation of a pocket-size alternative fuels guide, and increasing Coalition members in other industry events and conferences. These goals remain to be achieved.

- Grants

Previous grant-writing goals included: increasing grants applied for and funding opportunity partnerships formed. Funding for the formation of the H-GAC Drayage Loan Program was received from EPA in the form of \$9 million in stimulus money. The current Clean Cities Coordinator involved in the Drayage Loan Program grant proposal writing and has attended a grant-writing workshop since then. At least two other proposals were written within the last 18 months, but were not awarded. This goal has basically been achieved and should be continued.

- Emission Calculations

Goals for emission calculations were to expand our ability to calculate emissions to include greenhouse gas emissions, off-road equipment, and others so those projects would be more accessible to us. This has been accomplished to some extent because some off-road projects are being implemented through our regional TERP program, and estimates for greenhouse gas emission reductions calculations were included in the Drayage Loan Program proposal. This goal can be considered partially achieved and the Coalition should continue to work on it.

- Feedback

- Issues to be addressed from event surveys and stakeholder comments:

- Need programs/events which address context of issues. Ex.: ATC participant requested information on how electricity and transportation fit together.
 - ATC event needs more direction on when exhibition vs. listening/learning should be done.
 - Need in-depth technical education for alternative fuels, sort of 2 types of events: introductory- and intermediate-level

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- Need more funding for off-road and light-duty projects
- Need more alternative fuel infrastructure in the region
- Need more programs target market penetration
- Feedback received from members and staff has led to the formation of goals written in the Development Recommendations section below.

❖ **Goals & Activities 2010-2011**

○ **Goals**

▪ **Increase Regional Fuel Economy**

- Increasing fuel economy includes many low-cost strategies such as eco-driving and APUs. It has the potential to reduce greenhouse gases as well as traditional criteria pollutants. Projected activities would be partner-building for parties interested in fuel economy, promotion of fuel economy technologies through outreach events, and inclusion of fuel economy technologies, tools, and resources in the Alt-Fuels Guide.
- This would also include promotion of alternative fuels through technical training, field trips, and strategic mail-outs to encourage alternative fuel use, even the start/promotion of an LTL reduction program in our region such as the VICS program. Measures for success are establishment of an eco-driving program, establishing methods for estimating petroleum displacement and emission reduction estimation for GHGs and fuel economy projects, and beginning of 5 alternative fuel/fuel economy implementation projects.

▪ **Increase participation in Port, Off-Road, and Freight Sectors**

- Port trucks, off-road vehicles, and freight include projects such as drayage trucks, landscaping, fork lift, marine equipment, and green logistics. Projects such as these can lend support to our Drayage Loan program and our Regional TERP program, as well as expand the scope of possible projects and contacts to areas previously unaddressed.
- Projected Clean Cities activities include partner-building for green logistics/freight projects, alternative fuels and technologies events for these sectors as well as an off-road/port portion to the annual ATC event. This may include targeted outreach studies to better reach these groups as well as strategic mailouts to increase our contact base, and inclusion of related fuels and technologies in the Alt-Fuels Guide. Measures for success are an increase in sector participation in annual ATC event from the 14 people in 2010, and at least one educational event addressing green logistics and/or freight.

▪ **AltFuel Infrastructure**

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- Alternative fuel infrastructure is desperately needed in the Houston region to increase the feasibility of owning an alternative fuel vehicle or fleet. Projected activities for this goal are: partner-building for infrastructure projects, promotion of new and existing infrastructure, and outreach to increase partner base for future grant writing projects and/or referral to Clean Vehicles program.
- Measures for success are two new infrastructure projects begun in the Houston region with Clean Cities facilitation and the building of the partner database for infrastructure.
- **Increase program participation**
 - GHCCC should be providing support for other petroleum-displacing and emissions-reducing programs at H-GAC. This means strengthening outreach and marketing for those programs, educating citizens where possible, and mobilizing stakeholders. Cross-promotion should be a part of the process wherever possible for air quality, commute solutions, and other H-GAC programs.
 - Measures for success are at least 10 referrals to Clean Vehicles for projects and a grant proposal benefiting at least one other H-GAC program beyond Air Quality programs.
- **Proposed Activities**
 - Programs Development
 - Grant Writing on behalf of project partners/coalition
 - Database of grant opportunities, timelines, criteria
 - Partner-Building
 - Create Partner goals database for use in future projects [Partner Form]
 - Establish Panel of Experts for advisement & coordination
 - Activity Plan
 - “Nuts and Bolts” plans to guide major Coalition activities
 - Activity goals/priorities
 - Steps needed to implement
 - Forms, templates, checklists
 - Budget/Timeline
 - Marketing & Outreach
 - Outreach
 - Participate in/membership in relevant trade groups, non-profit groups, etc.
 - Attend/participate in major national conferences, regional events
 - “Booth in a box” development
 - Better banner?
 - Revised brochures/flyers
 - Giveaways
 - Trifold exhibit with photos, events, info, etc.

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- Laptop? Mailing list sign-up/follow-up with membership offer
 - Improve use of strategic mail-outs/trade magazines
 - Build social media use and media relationships
 - Gather success stories & factoids from Clean Vehicles, TERP, Drayage, others
 - Clean up and upgrade contact database
 - Regular, timely press releases, announcements for major projects & activities
 - Awards—when successful, advertise, apply for recognition
 - Event Coordinating
 - Advancing the Choice Conference
 - Workshops
 - Clean Start commitments
 - Fuels/Technologies/Sectors of Interest
- Education
 - Training
 - Build technical training opportunities, workshops
 - Bring courses to our region (NGVi, NAFTC, AFVi, RRC of TX, etc.)
 - Curriculum course development in-region
 - Field trips & tours
 - Fuel production/distribution facilities
 - Vehicle demonstration/testing at fleet facilities
 - Scholarships for training/conferences for stakeholders
 - One-on-one meetings with fleets to discuss options
 - Library
 - Electronic alt-fuels guide
 - Collection/accessibility of learning materials: DVDs, manuals, books, etc.
 - Cost-benefit case studies of vendors, products, prices, fleet calculators, etc.
 - Build technical forums online for each altfuel
 - Respond to public inquiries
- Coalition Management
 - Metrics
 - Improve response to annual survey (member requirement)
 - DOE Reporting & Invoicing
 - Track Clean Cities contributions to emission reductions thru events, aid to Clean Vehicles & other H-GAC projects
 - Regular reporting to H-GAC staff of activities and emission reductions
 - GIS Mapping
 - Where are stations and fleets currently located, and who are they operated by?
 - What opportunities are there to encourage/promote station usage by fleets in the vicinity?
 - What areas lack infrastructure that could support its development?
 - Long-term comprehensive survey (every 2-3 years)

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- Analyze feedback from events and other surveys
- Administration
 - Establish membership [Membership forms]
 - Member tracking database
 - Est. Member benefits, maintain & solidify benefits
 - Online-accessible stakeholder database (one benefit)
 - Annual Visioning Process
 - “Big picture” plan
 - Review of previous year’s accomplishments & activities
 - Next year’s goals/priorities
 - Outline of next year’s activities
 - Projected Budget
 - Projected Timeline
 - Meetings & Conference Calls

❖ Projected Budget & Timeline

This operating plan was created by program staff and will be presented to Clean Cities Coalition members for consideration at the October 19, 2010 meeting.

- The budget for projects is shown below:

Current Funds Available		\$23,393.58
Jul-10	National Clean Cities Meeting	\$750.00
	Emission Modeling Training	\$750.00
	Two Open Workshops	\$5,000.00
	Two Stakeholder-Only Events	\$5,000.00
	Trade Memberships/Subscriptions	\$5,000.00
Oct-11	ATC Speaker/Moderator Stipends	\$5,000.00
	Strategic Mail-outs/Outreach	\$7,000.00
	Survey Development/Incentives	\$1,000.00
	Coordinator Travel	\$2,500.00
	Grant Project/Proposal Support	\$12,500.00
Total Set-Asides		\$44,500.00
Total Funds Needed		\$20,106.42

- The timetable for projects is shown below:

Timeframe	Target Dates & Milestones
Jun 2010	– ATC 2010 Planning/Setup
Jul 2010	13 th – Advancing the Choice 2010 (completed) – DOE Alt-Fuel Price Report (completed)
Aug 2010	12 th – Coordinators ‘ Conf Call (completed) – Draft Annual Operating Plan (completed)

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	<ul style="list-style-type: none"> – ID grants and grant-writing partners (in progress)
Sept 2010	<ul style="list-style-type: none"> –Wrap up information-gathering (completed) –Revise Annual Operating Plan (completed) –Establish use of social media & strategic mail-outs/ads (completed) – Development of membership packet & other forms (completed)
Oct 2010	<ul style="list-style-type: none"> 13th– Fall Newsletter (completed) 14th–Coordinators’ Conf Call (completed) 15th– Begin reports to H-GAC staff (completed) 19th–Autumn Stakeholders Conf Call -Visioning/feedback, revise Operating Plan –Establish Databases <ul style="list-style-type: none"> -Grants, Partners, Membership, Fleet meetings, Emission reductions –Schedule Workshops, Field Trips for 2011 –Grant-writing, next steps –Collect new membership forms from stakeholders 29th– DOE Alt-Fuel Price Report
Nov 2010	<ul style="list-style-type: none"> 3rd–Natural Gas Vehicle Workshop NGVAlliance Houston 17th–Winter Stakeholders Conf Call –Field Trip? –Establish formulas/method for calculating emission reductions –Complete database for stakeholder membership –Have stakeholders renew membership (if approved) –Build online-accessible stakeholder database for website –Cost-benefit case studies of vendor/products/prices/fleets form – Research/implement technical forums – GIS Mapping of Alt-Fuel Infrastructure in-region
Dec 2010	<ul style="list-style-type: none"> –Winter Newsletter – Place protected stakeholder directory online for use
Jan 2011	<ul style="list-style-type: none"> –DOE Alt-Fuel Price Report –DOE Spring Coordinators’ Conf Call –ATC2011 planning→Set Location, Date, Invite Speakers & Sponsors – Booth-in-a-box development
Feb 2011	<ul style="list-style-type: none"> – Spring Newsletter
Mar 2011	<ul style="list-style-type: none"> 2nd–Spring Clean Cities Conf call for stakeholders –DOE Clean Cities Annual Survey Due – ATC2011 website & theme
Apr 2011	<ul style="list-style-type: none"> –ATC2011 agenda & outreach begins: invite mail-outs –DOE Alt-Fuel Price Report –DOE Summer Coordinators’ Conf Call – [Fresh Air Friday]
May 2011	<ul style="list-style-type: none"> –Summer Newsletter – ATC2011 caterer, speakers set, program design, media

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Jun 2011	1st —Summer Stakeholders Conf Call – Coordinator Attends West Regional Coordinators’ Meeting
Jul 2011	–DOE Alt-Fuel Price Report – DOE Autumn Coordinators’ Conf Call
Aug 2011	31st —Autumn Stakeholders Conf Call – [Clean Air Action Awards Luncheon]
Sept 2011	–DOE Leadership Conference – Autumn Newsletter
Oct 2011	–ATC2011 Conference –DOE Alt-Fuel Price Report – DOE Winter Coordinators’ Conf Call
Nov 2011	30th —Winter Stakeholders Conf Call -Visioning/feedback – Winter Newsletter
Dec 2011	

❖ Summary

- The potential exists for the Coalition to become a leader in the region for alternative fuels, and GHCCC would like to achieve that status. In order to do so, DOE duties must be completed and much that is above and beyond those duties, including augmenting other H-GAC programs. However, stakeholder participation is essential for any of the coalition goals to be achieved, and so GHCCC hopes to add value to coalition membership and participation. Through an increased focus on partnerships and action, the GHCCC may be able to mobilize and organize stakeholders to accomplish major goals for the region and set the stage for many alternative fuel/advanced technology options to grow.