



SECTION I: BACKGROUND INFORMATION

**Coalition Description:**

The Denver Metro Clean Cities Coalition (DMCCC) is the second-oldest coalition in the United States, having been designated on September 13, 1993. DMCCC earned redesignation honors on August 14, 2012 for the following three years.

The Denver Metro Clean Cities Coalition is administered by the American Lung Association in Colorado. The mission of this coalition is to advance the energy, economic, and environmental security of the United States by supporting local decisions in Colorado to adopt practices that reduce the use of petroleum in the transportation sector. The DMCCC goals are to: 1) enhance the U.S.'s energy security; 2) promote Colorado economics and 3) improve air quality in Colorado. The DMCCC covers the following counties in the state of Colorado: Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Eagle, Gilpin, Jefferson, Pitkin, and Summit.

The American Lung Association in Colorado employs 1.55 FTE (VP Programs, Clean Cities Manager, and intern) to implement the activities of the Denver Metro Clean Cities Coalition, which is 1.2 FTE less than last year. The American Lung Association is the oldest voluntary health organization in the U.S. This partnership allows the DMCCC to have the resources of communications staff, supplies, office space and the necessary technology to complete the organization's goals. The technologies that the DMCCC supports, such as: alternative fuels and vehicles, hybrid electric vehicles, idle reduction technologies/programs, fuel economy measures and low-level fuel blends, all decrease emissions and help create cleaner air. Cleaner air makes for healthier lungs, and supports the mission of the American Lung Association: to save lives by improving lung health and preventing lung disease.

The table below illustrates the funding sources for the Denver Metro Clean Cities Coalition:

Membership dues	LTI Operating Contract	Event fees and registration	State grants	Private funds/grants
\$15,000	\$30,000	\$10,000	\$5,000	\$15,000

The Denver Metro Clean Cities Coalition anticipates approximately \$75,000 in programmatic expenses during this time period, which is similar to last year's actual budget but with significantly less funds dedicated to staffing. Any balance of the funding is directed towards staff support and cost share for office space and expenses.

The Clean Cities Manager is advised by the DMCCC Board of Advisors. Members of the board do not have voting privileges or fiduciary responsibility, but rather provide direction and oversight for the coalition. Board members include: Tom Brotherton, Board Chair - Manager of Calstart/WestStart in Denver, CO; Steve McCannon, Program Manager at the Regional Air Quality Council in Denver; and Natalia Swalnick, Policy Analysis Group Manager at BCS, Inc.

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**Key Coalition Personnel:**

Tyler Svitak has served as the Denver Metro Clean Cities Director since November of 2013. His official title for the American Lung Association in Colorado is Clean Cities Manager. Mr. Svitak devotes a total of 100% of his time to Clean Cities. Key responsibilities include providing strategic direction, program management, event planning, membership development and retention, stakeholder outreach and government/media/community relations.

Tyler Svitak graduated from the University of Colorado Denver, where he studied geography, political science, and leadership studies. Before taking the reigns of the DMCCC, Tyler worked both as the Clean Cities intern and as the Clean Cities Energy Coordinator for almost two years, where he managed the coalition's work on Refuel Colorado, which involved comprehensive fleet analysis, stakeholder engagement and education, and website development.

Tyler is also the Board Chair of the Colorado Hydrogen Coalition and was essential in its formation, and he serves as the Co-Chair of the Colorado Natural Gas Vehicle Coalition. Other projects and programs Tyler has been involved with include the Colorado Electric Vehicle and Infrastructure Readiness Plan and the development of websites including [www.electricridecolorado.com](http://www.electricridecolorado.com) and [www.refuelcolorado.com](http://www.refuelcolorado.com).

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Cindy Liverance is the Vice President of Programs for the American Lung Association in Colorado, and she devotes 5% of her time to strategic planning, personnel management, funding guidance, and oversight of the program budget. Cindy has been with the ALAC for more than 14 years and has consistently demonstrated excellence in her work for the ALA. Cindy serves as the Vice President of Programs for the ALAC where she provides oversight and direction to all ALAC programs and monitors budgets cumulatively totaling over \$1,000,000. She also supervises the American Lung Association's 7-state Southwest Region's Communication's and Marketing Department. Cindy is a past recipient of the ALA National Award for Program Excellence for her commitment to sustainable programming with measurable outcomes.

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Morgan Ziegler is the Denver Metro Clean Cities intern. He will be spending 20 hours per week assisting with coalition activities including: DOE deliverables such as the annual report and alternative fuel price analysis; managing social media content and presence; authoring the monthly newsletter and frequent blog posts; attending regular meetings; and many other tasks. Morgan will also be assisting with other ALAC air quality programs like Clean Air for Schools: Engines Off!, which is an anti-idling program run at local elementary and middle schools.

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**Current Alternative Fuel and Advanced Vehicle Technology Market Analysis:**

The state of Colorado currently boasts the following alternative fueling stations:

- E85- 91 (77 public, 14 private – 4 more public stations than 2013)
- Biodiesel -17 (7 public and 10 private – 5 less public than 2013)



- CNG- 37 (18 public, 19 private- 5 more combined than 2013)
- Propane- 51 (48 public stations, 3 private – 1 more than 2013)
- Electricity- 204 (177 public, 27 private - 101 more than in 2013)

The Denver Metro Clean Cities Coalition works with a variety of public and private fleets. The largest fleets in the state that are coalition members include:

- The State of Colorado Fleet Management
- General Services Administration at the Federal Center
- City and County of Denver
- Denver International Airport
- City of Aurora
- United Parcel Service
- Waste Management

### **Natural Gas**

The market for natural gas in Colorado has seen a significant increase over the past year due to a number of positive influences. Governor Hickenlooper has led the development of a natural gas MOU with Governor Fallin of Oklahoma pledging to purchase large quantities of CNG vehicles for their respective state fleets to ensure the demand necessary for automakers to produce more CNG models at more affordable prices. In response, 22 other states have joined, automakers have dropped prices on five popular light-duty CNG models, and Colorado has already purchased hundreds for their state fleet.

In addition, HB 14-1326 extended our current state tax credit for CNG vehicles. It solidified the credit through 2022, created a tiered credit system based upon weight class and vehicle type with a maximum of \$20,000 for a heavy-duty alternative fuel vehicle, and expanded the credit to hydrogen fuel cell vehicles, hydraulic hybrids, and other petroleum reduction technologies. The legislation has many other benefits as well, and is arguably the strongest in the nation for alternative fuel vehicles.

Five new stations have been constructed, and a new grant program called ALT Fuels Colorado just awarded funding to eight additional stations to be built over the next year through the use of CMAQ funds. The grant program has funding to provide \$500,000 awards to 30 stations through 2016 to help develop a strategic, complete infrastructure over major travel corridors in the state so that NGVs can travel confidently no matter where they are based. One station within the Denver Metro coalition territory was funded in Commerce City, and the coalition is working with the station developer to garner fleet demand and publicize the station.

To compliment the station development, there is also funding through the Regional Air Quality Council to cover up to 80% of the incremental cost between a conventional vehicle and a CNG model up to a cap that varies depending on the weight class and whether the applicant is a public or private institution. The goal of this program is to fund 1,000 vehicles (CNG, electric, and propane) in the federal ozone non-attainment areas and carbon monoxide maintenance areas. For areas outside those boundaries, the Department of Local Affairs has created a grant program that creates a similar funding mechanism for more rural areas of the state, thus the entire state is eligible for significant financial assistance to purchase CNG vehicles and build infrastructure.

Finally, Refuel Colorado Fleets is a grant project being funded by the Colorado Energy Office that is ongoing through December 2014. Through this, the coalition builds fleet support and commitment for the ALT Fuels Colorado stations by serving as consults to interested fleets, fostering public/private partnerships, and providing fleet analysis to understand lifecycle savings.

### **Propane**

The market for propane vehicles has also expanded over the last year. Through work from the propane industry, Colorado Energy Office, Clean Cities, and other advocacy organizations, propane vehicles were included in the passage of HB 14-1326, as well as the ALT Fuels Colorado grant program. This puts them on a level playing field with other alternative fuels like natural gas.

In response, UPS has already planned to deploy many more propane vehicles in Colorado (number is yet to be determined), and many fleets that the coalition works with are considering propane for light and medium duty applications. Through Refuel Colorado Fleets, the coalition is working with multiple school districts to deploy more propane school buses, including Jefferson County Schools, Boulder Valley School District, and Denver Public Schools. School districts in the coalition's jurisdiction which currently operate propane school buses have expanded their fleet over the last year include Adams 12 School District in Adams County, which has 12 propane buses and their own fueling skid, Adams 14, and St. Vrain Valley School District.

Over the next year we expect to see a growth in private and public propane stations, and we expect to see multiple fleets either continue or begin a transition to propane as a result of the incentives and of the fleet analyses being conducted through Refuel Colorado Fleets.

### **Electric**

Plug-in electric vehicles are growing in popularity amongst fleets and the general public in Colorado. Colorado is ranked as the 8<sup>th</sup> strongest state for PEV sales according to [Edmunds](#), which is up from 11<sup>th</sup> one year ago. Colorado still offers the largest tax credit of any state for a PEV at \$6,000, which is one reason sales are growing in the state.

Another reason contributing to EV growth is the rapid expansion of charging infrastructure. There are 101 new charging stations available since October of 2013. This is largely due to the Charge Ahead Colorado grant program administered by the Regional Air Quality Council and Colorado Energy Office that provides 80% up to \$6,260 of the capital, labor, and installation cost for EV infrastructure. Since February 2013, the program has funded 112 charging EVSE and 21 vehicles.

Also this time last year, there was only one DC fast charger in the state, and today there are 18. Tesla, Nissan dealerships, parking facilities, and some local governments have all installed fast chargers in the past year. Over the next year we see private charging companies like NRG eVgo and GOe3 combining to cover the Denver Metro area with fee-based fast charging capabilities along major travel corridors, and we're working with them to locate stations strategically.

E85 infrastructure has grown slightly since last year, with 4 new public stations. We have been working with Colorado Corn to promote “E85 Discount Days” where a \$.50 discount on E85 is given on certain days at certain fueling stations across the state, and drivers are educated through casual conversation about how E85 can be cheaper and cleaner for their flex fuel vehicle (FFV).

One of the barriers to E85 use is ensuring public fleets fuel their FFVs with E85, so we’re working with fleet managers and local leadership to better understand the factors that contribute to this problem. Over the next year we look forward to working with stakeholders like Colorado Corn and Kum & Go (convenience store chain) to increase E85 sales.

With the opening of cellulosic ethanol plants in the Midwest, we hope to see a greater adoption of E85 by the general public, as the benefits of cellulosic ethanol has many advantages over corn ethanol and we plan to work toward disseminating this message.

### **Biodiesel**

Biodiesel stations have been slowly declining in the state since the Federal tax credits went away a couple of years ago. This year was no different, as we saw a decline by 5 public stations. There are still many private biodiesel stations, and fleets like Boulder County are utilizing blends of biodiesel, but fuels like natural gas and propane can save fleets money in addition to reducing emissions, and without the blender tax credits, biodiesel often costs more than traditional diesel.

### **Hydrogen**

Hydrogen is making an organized push in Colorado with the formation of the Colorado Hydrogen Coalition. This group consists of about 50 stakeholder organizations and its mission is to accelerate the adoption of fuel cell technologies through the development of a state roadmap and other tangible goals. The coalition is made up of an advisory board with representatives from NREL, Clean Cities, Solar Hydrogen, Steelhead Composites, Colorado Cleantech Industry Association, Montreux Energy, and others. Recently the board worked to get the program absorbed under the Colorado Cleantech Industry Association so that they can accept money and begin working on new projects.

Kroger has also brought hydrogen fuel cell forklifts to their distribution facility in Stapleton. They have purchased 200 forklifts and installed fueling infrastructure on site. We plan to work closely with Kroger to learn from this project and foster them as a stakeholder. This is a huge accomplishment for Colorado, and the first significant deployment of fuel cell operations in the state outside of NREL.

NREL will finish construction of a new 750 bar hydrogen fueling station on their facility in Golden sometime in fall 2014. The Colorado Hydrogen Coalition and Clean Cities are working with them to utilize this station once it is finished and publicize the development of one of the first, modern hydrogen stations outside of California.

## **SECTION II: COALITION GOALS**

### **Progress Toward Prior Year Goals:**

- Engage fleets and boost coalition revenue
  - Short term: roll out a dues structure that charges a higher premium for memberships. Begin engaging fleets in Q1 2014 in order to explain dues increase.
  - Long term: Have a roster of members that is increasingly active with less dormant members and non-renewals. Explore other revenue opportunities such as instituting a fee for fleet analysis projects.
  - **Status - ACCOMPLISHED:** When Tyler Svitak, Clean Cities Manager, took over as Clean Cities Manager in November of 2013, a new dues structure was developed that increased dues for local membership from \$250 to \$350 and statewide membership from \$500 to \$750. In addition, the new membership structure also created higher level partnerships in the amount of \$1,000, \$2,500, and \$5,000 for stakeholders looking to gain additional benefits from Clean Cities and more closely align with the mission. The new membership structure went into effect on January 1<sup>st</sup>, 2014 and has been quite successful in raising additional program revenue. At the end of our 13/14 fiscal year, \$23,347 in membership dues had been raised, which is a 43% increase of \$7,097 over the 12/13 fiscal year. Additionally, \$5,000 of that total came through a fleet analysis fee.
  
- Mobilize the general public with targeted outreach and increase the number of alternative fuel vehicles on the road.
  - Short term: identify public events that allow for targeted outreach to likely alternative fuel vehicle adopters. This can include the Colorado Auto Show, green festivals, Earth Day activities and National Plug In Day.
  - Long term: Cultivate a list of public alternative fuel vehicle owners who can serve as advocates for the DMCCC. They can serve as vocal supporters on social media, advocates at the legislature, and contacts for local media.
  - **Status – ACCOMPLISHED:** The DMCCC increased participation in targeted outreach for alternative fuel vehicle adopters. Clean Cities participated in the Colorado Auto Show, Earth Day, and held three events for National Drive Electric Week. Additionally, a new employer ride-and-drive program was created that provides alternative fuel vehicles for test drive at large employers during a lunch hour. Events were hosted at the Colorado Department of Public Health and Environment, Anschutz Medical Campus, and Colorado Department of Transportation, where over 250 test drives were given. DMCCC was also successful in securing \$9,000 for the deployment of the program.
  
- Continued collaboration with Clean Cities Colorado
  - Short term: Host at least one collaborative event in 2013-14. Direct traffic towards a newly created website that is user friendly, has enhanced design, and is more informative than the previous page.
  - Long term: Continue to co-market our coalitions and offer statewide memberships to stakeholders doing business across Colorado. Continue to serve as a model for other Clean Cities Coalitions in the US with our collaborative agenda.
  - **Status – ACCOMPLISHED:** The DMCCC continues to work closely with Northern and Southern Colorado Clean Cities. All coalitions worked together to develop the new statewide membership dues structure that has been very successful in raising funds for all

coalitions. In addition, a statewide meeting is being hosted for Odyssey Day on October 17<sup>th</sup>, 2014. All three coalitions have regular conference calls every six weeks to discuss potential statewide members, and the DMCCC has offered advice during the past year to other Clean Cities looking to model a statewide partnership.

- 16% increase in petroleum displacement from 2012 survey data, which was 4.8 million gallons.
  - Short term: Utilize enhanced data collection methods for increased efficiency in reporting. Be more proactive and assertive when contacting members for data. Utilize existing data on-hand, such as that from the Refuel Colorado Fleets program.
  - Long term: Grow DMCCC stakeholder base to include major fleets that can boost numbers. Support projects that will have a long-term impact on petroleum displacement.
  - **Status – ACCOMPLISHED:** The 2013 petroleum displacement report for the DMCCC was a 21% increase over 2012, with 5.8 million gallons of gasoline displacement. The increase is partly due to an increased utilization of petroleum reduction methods by existing members and stakeholders, but it is also due to an expanded stakeholder base developed by frequent interaction with new organizations and alternative fuel consumers.
  
- Grow and obtain funding for the Clean Air at Schools: Engines Off! Program
  - Short term: Complete successful 2013-14 school year with a minimum of 15 schools in Colorado. Obtain continued funding from both Kaiser Permanente and the Colorado Department of Transportation for this effort. Examine smaller grant opportunities that will help with operating costs.
  - Long term: Look at providing a higher quality program in schools in 2014-15 without a large increase in quantities of schools reached. Obtain at least a \$35,000 commitment from private partners and foundations. Schools will also engage in a multi-year program that allows program staff to track results over several years.
  - **Status – PARTIAL:** CASEO received an additional \$5,000 over its operating budget from last year. The long term goal of securing a \$35,000 commitment will be pursued this year. CASEO has been divided from the DMCCC budget and will not be included in next year's annual operating plan goals.

#### 2014/15 Goals:

- Increase membership revenue and stakeholder base
  - Short term: Identify fleet niches that are underrepresented within the current membership, including over-the-road trucking fleets, smaller private fleets, and National Clean Fleets Partners. Also, secure at least one Platinum Partner at the \$5,000 level, or two Gold Partners at the \$2,500 level. Increase membership revenue by 20% over 2013/2014.
  - Long term: Establish the DMCCC as the ultimate resource for fleets and specialize in more private fleet markets that can take advantage of tax credits, make decisions quickly, and receive the most assistance from Clean Cities' resources. Develop membership revenue large enough to help sustain coalition activities and support the addition of an additional Clean Cities staff member.

- Increase annual petroleum displacement survey results by at least 16% from 2013 survey of 5.8 million gallons
  - Short term: Launch data collection communication on an earlier timeline. Summate fleets known to use alternative fuels that aren't necessarily Clean Cities' members and contact them early.
  - Long term: Promote the annual petroleum displacement survey to a universally recognized-metric that all fleets contribute toward. Build a stakeholder network capable of capturing the majority of alternative fuel use in the region.
  
- Grow the AFV ride-and-drive program
  - Short term: Increase program revenue from \$9,000 to \$12,000, and host 5 events per year.
  - Long term: Develop a sustainable funding mechanism for the Coalition supported by larger organizations like Xcel Energy and Roush Cleantech who have a vested interest in the outcomes of educating drivers and fleet managers through the program. Long term target - \$20,000.
  
- Increase participation and funding for National Drive Electric Week
  - Short term: Identify additional sponsors by starting recruitment, securing a venue, and promoting the event by May 2015. Increase sponsorship from \$2,500 to \$5,000, and increase the number of test drives from 250 to 300.
  - Long term: Consistently host NDEW events in the Denver Metro area and grow participation, funding, and test drives each year.
  
- Continue to support ALT Fuels Colorado and Charge Ahead Colorado grant program and prepare stakeholders to apply
  - Short term: Work with 10 stakeholders or members to apply for ALT Fuels Colorado funding, and 10 members or stakeholders to apply for Charge Ahead Colorado grant funding.
  - Long term: Ensure the successful deployment of vehicles and infrastructure so that electric, propane, and natural gas vehicles have access to quick, convenient fueling options throughout the Denver Metro area.
  
- Support and testify on policy relevant to petroleum reduction in the transportation sector
  - Short term: Testify and take positions on legislation in the 2015 legislative session.
  - Long term: establish ALAC and the DMCCC as an industry leader that is asked to participate in relevant policy conversations and develop proactive strategies for upcoming legislative sessions.

### SECTION III: ANNUAL PLANS

#### Coalition Activity/Event Plan for Next 12 Months:

Event Name	Target Date	Target Audience	Topics to be Addressed
National Drive Electric	9/19/15	Stakeholders	- PEV experience



Week		New members Potential members General public	<ul style="list-style-type: none"> <li>- EVSE</li> <li>- Vintage EVs</li> </ul>
Clean Cities Stakeholder Meeting/Odyssey Day	10/17/14	Stakeholders Fleet Managers New Members Potential Members	<ul style="list-style-type: none"> <li>- Clean Cities success stories, progress from 2013/14</li> <li>- AFV ride and drives</li> <li>- Educational sessions on all fuel types</li> </ul>
Employer Ride-and-Drive Event (x3)	Q2, Q3	Large employers General public	<ul style="list-style-type: none"> <li>- AFV education</li> <li>- Workplace charging</li> <li>- Market barriers</li> </ul>
Quarterly Stakeholder Meeting	Q1 2014	Stakeholders New members Potential members	<ul style="list-style-type: none"> <li>- Open house format</li> <li>- Coalition business</li> <li>- Introduction of new members</li> <li>- Annual reporting survey</li> <li>- TBD</li> </ul>
Quarterly Stakeholder Meeting	Q2, Q3, Q4 2014	Stakeholders New members Potential members	<ul style="list-style-type: none"> <li>- Coalition business</li> <li>- Introduction of new members</li> <li>- Online tools to assist with petroleum reduction goals</li> </ul>

It is worth noting that Denver Metro Clean Cities' events are more strategic in scope, and thus are planned accordingly throughout the year as needed. That is why unplanned events are not listed on this calendar.

**Coordinator Travel and Training Plan for Next 12 Months:**

Tyler Svitak plans on attending the National Clean Cities Coordinator Training at NREL December 8-11<sup>th</sup>, but since the event is local funds are not expected to be used for travel.

Tyler Svitak also plans on attending the Energy Independence Summit February 22-24<sup>th</sup> in Washington D.C.

Other travel will be dependent upon budget considerations later in the year.

**Coalition Data Reporting and Deliverables Plan for Next 12 Months:**

Key Deliverable*	Due Date	Description
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Monthly electronic newsletter	Ongoing	Stakeholders will continue to receive the electronic version of the DMCCC newsletter monthly
Website development <a href="http://www.DenverCleanCities.org">www.DenverCleanCities.org</a> <a href="http://www.ElectricRideColorado.com">www.ElectricRideColorado.com</a> <a href="http://www.RefuelColorado.com">www.RefuelColorado.com</a>	Ongoing	The DMCCC, The Electric Ride (part of Project FEVER) and Clean Cities Colorado will ensure content is current and continue to update coalition webpages with pertinent information.
Annual Survey Data Call to Stakeholders	January 2015	Begin Soliciting input from stakeholders on vehicle counts and petroleum reduction efforts for inclusion in the annual survey
Alternative Fuel Price Report Q1	January '15	Contact fueling station owners and send fuel pricing info to DOE contacts by the established deadline
Input Annual Survey Information into DOE Database	February '15	Upload all coalition information into database by end of February deadline
Alternative Fuel Price Report Q2	April '15	Contact fueling station owners and send fuel pricing info to proper contact by the established deadline
Coalition Success Story #1	April '15	Submit a one-paragraph description of a recent successful event, partnership or fleet contact.
Coalition Support Contract First Reporting Period Invoice	May '15	Submit invoice for first half of coalition support contract by the established deadline.
Alternative Fuel Price Report Q3	July '15	Contact fueling station owners and send fuel pricing info to proper contact by the established deadline
Annual Operating Plan	September '15	Submit updated annual operating plan to Regional Manager in accordance with coalition support contract deadline.
Coalition Success Story #2	September '15	Submit a one-paragraph description of a recent successful event, partnership or fleet contact.
Alternative Fuel Price Report Q4	October '15	Contact fueling station owners and send fuel pricing info to proper contact by the established deadline
Coalition Support Contract Final Reporting Period Invoice	October '15	Submit invoice for second half of coalition support contract by the established deadline.

SECTION IV: BUDGET AND RESOURCE ALLOCATION PLAN



**Denver Metro Clean Cities Coalition  
Annual Operating Plan 2014-15**

<b>Budget amount</b>	<b>Line item</b>	<b>Description</b>
\$ 49,191	Staff salaries 1.05 FTE	Clean Cities Manager and VP of Programs
\$ 5,000	Subcontracts	
\$ 2,000	Supplies	Event supplies, branded items for coalition, marketing collateral
\$ 300	Postage and shipping	Postage for membership renewals, other mailings
\$ 600	Printing and duplicating	Coalition printing for educational event materials
\$ 1,638	Mileage	In-state travel within Colorado
\$ 3,500	Dues and subscriptions	Membership fees to organizations such as Rocky Mountain Fleet Management Association and event registration fees
\$ 2,300	Hosted meetings and hospitality	Self-catering, room rental fees and other assorted meeting expenses
\$ 2,000	Conference/convention	Covers travel, lodging, expenses for attending events local and national